



Celebrating change resistance

Change resistance – a threat or an opportunity?

Mikaela Lehtinen

Master Thesis
International Business Management
2020

DEGREE THESIS	
Arcada	
Degree Programme:	International Business Management
Identification number:	7774
Author:	Mikaela Lehtinen
Title:	
Supervisor (Arcada):	Henrika Franck
Commissioned by:	
<p>Abstract:</p> <p>Resistance is a natural form of behavior followed by change. Although change is present in our everyday lives, it is still often associated with something negative. Instead of treating resistance as something to avoid, it can be seen as a mature way of thinking which organizations can benefit greatly of.</p> <p>The topic of this study is Celebrating change resistance: Change resistance – a threat or an opportunity. The central purpose for this study was to investigate how an organization can find value in a change process and how it can be used when implementing a new software within the organization. The goal of this study was to review how resistance to change can be used in a productive way for the organization, instead of treating it as something to be avoided.</p> <p>The study discusses and compares Kotter and Schlesinger's change resistance theory to other theories focusing more on the constructive side of resistance.</p> <p>The study has been conducted as a qualitative study using an autoethnographic approach as the method. The empirical part of the study has been conducted through observations of members of the target group.</p> <p>The main findings of the study were to demonstrate how resistance could be valuable for the organization in question and the members going through the change process.</p>	
Keywords:	Change, resistance, change agent, approach, method, software, resource, implementation, constructive
Number of pages:	66
Language:	English
Date of acceptance:	25.5.2020

CONTENTS

1 INTRODUCTION.....	6
1.1 Background and need	6
1.2 The aim.....	7
1.3 Limitations	7
1.4 Problem statement	7
1.5 Research design.....	8
1.6 Definitions	8
1.7 Research questions	9
1.8 Structure of the thesis.....	9
2 CHANGE MANAGEMENT THEORY.....	10
2.1 Change management – what is that?	10
2.2 Change resistance – what is that?	11
2.3 Understanding change resistance	12
2.4 Benefitting from the change curve.....	13
2.5 The reasons behind change resistance.....	14
2.6 Kotter’s theory on change management	14
2.6.1 The 8-step model.....	15
2.6.2 Kotter’s 4 reasons of resistance to change	18
2.6.3 The six change approaches by Kotter and Schlesinger	19
2.6.4 Making use of Kotter’s and Schlesinger’s six change approaches.....	21
2.7 The other side of the change process	22
2.7.1 Resistance as feedback.....	24
2.7.2 The role of the change agent.....	26
2.7.3 Resistance as a resource	29
2.7.4 Celebrating and demonizing resistance to change.....	30
3 RESEARCH METHODOLOGY.....	35
3.1 The company.....	36
3.2 Method of choice	36
3.3 The aim of the method.....	37
3.4 Data collection	37
3.5 Method on data collection.....	38
3.6 Validity of method	39
4 THE CHANGE PROCESS AT FINNAIR: FINDINGS	40
4.1 Why Finnair chose Quintiq	40
4.1.1 Results of the software implementation.....	41
4.1.2 Further development.....	42
4.2 The change process – managers’ view.....	43
4.2.1 Education/Communication.....	43
4.2.2 Participation/Involvement.....	44

4.2.3 Facilitation/Support	45
4.2.4 The remaining approaches	45
4.3 The change process – participants’ view	46
4.3.1 Narrative 1: Jill	46
4.3.2 Narrative 2: Jane	49
4.3.3 Narrative 3: Joe	50
4.3.4 Narrative 4: James.....	52
4.3.5 Narrative 5: Jim.....	53
5 DISCUSSION	54
5.1 Limitations	59
5.2 Future research	59
6 CONCLUSIONS	60
REFERENCES	62

1 INTRODUCTION

“Change is not a walk in the park” (Razzetti 2017 p. 204).

It is known that people react to change in several different ways and the promised improvement is not always reached or seen as a positive outcome. Peoples past experiences and previous negative change initiatives may create fear and worry, and the change might therefore be seen as intimidating. (Sörqvist 2004 p. 147)

Sörqvist (2004 p. 147) mention that during a change process, most people react skeptically towards the change and are eager to get some reassurance before accepting the new change. Only a limited portion of people will accept the change right away as also a restricted number of people will act towards the change as a threat and resist the change immediately.

Ortiz (2012 p. 7) says is straight out *“Change can be difficult”*, although the outcome of the change can culminate into something useful and good. To successfully implement change within an organization, it is of importance to get the participants onboard with the fulfillment by our behavior and by that means convince them of the end result being worth the change (Ortiz 2012 p. 13). Ford & Ford (2010) also emphasize the importance of listening to the participants and thereby achieve wiser end results.

1.1 Background and need

As I have been working on this thesis, I have noticed that there are a limited amount of studies and research focusing on the positive outcome of change resistance and, on the other hand, quite many studies focusing on only the unfavorable effects that change resistance can have on a company or on the source initiating the change. Therefore, there is need for this thesis where I will focus more on the productive outcome of change resistance and how to turn resistance into something beneficial for an organization.

Studies regarding the more constructive side of change resistance has been studied before, however, Ford et al. (2008 p. 363) point out that the change agent's role in change resistance has not been fully researched nor has the ways in which the change agent contributes to resistance.

1.2 The aim

The main aim for this research is to find out how to turn change resistance into a resource and support for a company and how an organization can find value and benefit from the on-going change. The focus is to compare Kotter's method to minimize change resistance with theories about including resistance in the process, analyze them towards a specific case, and see if change resistance only is about following certain steps in order to minimize resistance. The focus is to study if it really is that easy or if there is more to the story.

In the study I intend to argue around Kotter's as well as other change management theories to find out Kotter's models' limitations and possible failures. I will also argue whether the theories are suitable for all organizations and discuss and challenge the models when it comes to implementing them into the real world.

The goal of this study is to review how resistance to change can be used in a productive way for the organization, instead of treating it as something to be avoided.

1.3 Limitations

The research made in this thesis focuses on change resistance. The study is narrowed down to only affect change resistance, as change management as a whole field is too comprehensive for this research.

The research is focusing specifically on the case company and therefore the result can differ in other concerns and areas and cannot necessary be compared with change resistance in other fields.

1.4 Problem statement

The problem statement stems from the empirical case at hand, the ground resource planning unit at Finnair. Their customers consist of Finnair Technical Services, Finnair Kitchen, Helsinki Airport, Finnair Flight Academy and Finnair Cargo as well as some smaller divisions. In the past, when organizing shifts and producing vacation planning for these customers, several different outdated planning software's have been used. The organization's aim was to introduce and implement only one modern planning program

for all divisions which would improve the effectiveness and transparency within the ground resource planning unit.

The future aim is to move from the past limited automation process to a more automatization state and be able to reduce manual workload. The resource planning target is to improve the digitalization and automatization up to 75% when it comes to planning processes and for customer areas self-service development. (Ojaluoma 25.9.2019)

1.5 Research design

The research method used in the empirical part of this study is the qualitative approach of ethnography with a specific focus on autoethnography. The empirical study is accomplished through five narratives and finalized with analyzes of the findings of the study. The method has been non-participant as I have been observing the participants behavior through the change process from the outside.

1.6 Definitions

The central concepts in this study are *change management*, *change resistance* and *change agent* and the definitions of them are described as follows:

Change management is defined as concentrating on the right things and to change the required things in a required way. When managing change, the entire process should be the center of attraction to receive the best outcome for both the organization as well as the employees. Briefly, change management is described as reaching the desired goals, managing the possible change resistance while engaging the coworkers and participants. (Bruzelius & Skärvad 2012 p. 283-284)

Change management and change resistance are connected to each other in a way as change management often is followed by change resistance (Bruzelius & Skärvad 2012 p. 295). Change resistance is a wide concept and there is no specific description of it. Different behavior can be perceived in many ways by different people but behavior such as “criticism” and “push-back” are often actions associated with resistance. (Ford & Ford 2010 p. 24). At the same time it is important to remember that without change resistance, many useless and half-finished initiatives could be carried out. That is why change

resistance should be treated as a powerful source offering useful response for the management in charge of the change implementation. (Bruzelius & Skärvad 2012 p. 295). Also Knowles & Linn (2004) acknowledge resistance as an extensive concept and mentions “*Perhaps it is fair to say that resistance is a concept with a clear nucleus and fuzzy edges.*”

The change agents’ role in a change process is brought up at several occasions in this study. A change agent can be described as person within the company who is responsible for coordinating, implementing and handling the ongoing change process. (Lunenburg 2010 p. 1)

Thomas & Hardy (2011 p. 322) state that a change agent usually is a senior manager, however Lunenburg (2010 p. 1) indicate that it also can be an employee within the change process or an external person who is being brought in to oversee the change. According to Stonehouse (2013) the ideal solution is for the management to point out a person as a change agent to successfully lead the change initiative and by that the management are able to concentrate on their own duties.

1.7 Research questions

In this thesis I am interested in finding out the answer to two questions:

How is resistance visible in a change process?

How can resistance be a resource for change?

1.8 Structure of the thesis

This thesis consists of six chapters and begins with the Introduction where the purpose, aim and the problem statement are introduced.

Chapter 2 is the study’s theoretical part, -which consists of different perspectives to change; a traditional “rational” approach and an emotional approach. The focus lies on change resistance and more precisely the change agent’s role in a change process which is discussed from the different methods context.

The thesis continues with the methodology where the method of choice is reviewed. This is followed by chapter 4 where the empirical part of the data of the study are presented in

form of narratives. The final chapters Discussion and Conclusions consist of a summary of the study including suggestions on how to successfully deal with change resistance.

2 CHANGE MANAGEMENT THEORY

In the following chapter I will go through what change management is as well as go through the literature of Kotter's and Schlesinger's change management model and discuss around it as well as its limitations. I will follow up with other theoretical literature on change management that has a different point of view than Kotter and Schlesinger. I have decided to compare Kotter's and Schlesinger's theory with theories that are leaning more towards constructive change resistance than the traditional textbook theory provided by Kotter and Schlesinger. By that I can find a new way to view change resistance and analyze around Kotter's and Schlesinger's point of view to really find out if their theory is so simple and useful to implement in an organization, as they state.

Since Kotter's and Schlesinger's change management model is one of the most known and used, I have decided to focus on this model and follow up on if it is a realistic model to be used in organizations today.

2.1 Change management – what is that?

The meaning of change management is to improve the organization and to ensure its existence. Improvements can only be achieved through change, but every change does not lead to improvement and therefore it is all about concentrating on the right things and change the required things in a required way.

There are different types of change, mostly dependent on the type of change. Some types of change can be proactive and are well planned in advance while other types of change are reactive and not planned ahead. Change can also consist of the entire organization or just a part of the organization's activity. Change can consist of smaller daily changes or radical improvements of the entire organization. However big or small the change is, change management is necessary in all phases.

When leading change management, the focus is on the entire change process. It is important to focus on how the change is supposed to be managed, led and operated for desirable goals to be reached from both the organizations' and the employees' point of

view. Change management is all about reaching the desired goals, managing the possible change resistance and engaging the coworkers and participants. (Bruzelius & Skärvad 2012 p. 283-284)

2.2 Change resistance – what is that?

We live in a world of consistent change and the business world is no exception. In many cases the need to change comes from an outside pressure. It can be change within the technology or the pressure of change comes from the customers or change of values. As changes in our environment can arise more often and rapidly is it important for organizations to carefully prepare for change and be aware of the steppingstones that change can bring with it. Careful planning and preparations are of great importance for a better implemented change process and makes it easier for the organization to act when outside pressure leads to change within the organization. By being prepared, the organization increases their ability to change. If there is no ability to change when the change resist occurs, the gap of change increases and it results in difficulties in ability to carry on change management, growth and development within the organization. (Bruzelius & Skärvad 2012 p. 280-281)

Change management and change resistance are related to each other and whenever there will be change, there will most likely be change resistance. Change resistance is a natural reaction and also at the same time, an important phase from the organizations point of view. Change resistance is in many cases seen as a mature critically way of thinking and shows that the individuals resisting change are involved in the organization and finds the matter important. This phase can sometimes prevent unsuitable change to happen as critical thinking can prevent poor ideas from occurring and therefore be beneficial for the organization going through the change process. Without change resistance, there could be many poor ideas implemented for no reasons at all. That is why change resistance should be seen as a powerful source with the best feedback available for the persons implementing the change. The change agents can benefit from the feedback given and do things differently in a more beneficial way. Therefore, it is important to, in an early stage, identify and understand the possible obstacles that are of risk to block or delay the change. (Bruzelius & Skärvad 2012 p. 295)

To lead and drive change is often seen as a challenge, mainly because change is often associated with resistance and obstacles. However, change resistance is not to be viewed as only something negative and is on the contrary something natural, necessary and important. Resistance should be seen as feedback for the change proposition including information on what should be done differently. (Bruzelius & Skärvad 2012 p. 295)

O'Connor (1993 p. 30) discusses the consequences of change resistance and states that *"resistance is a way to say "no" to change"*. She points out the advantages and disadvantages regarding resistance and emphasize the benefits of resistance if managed correctly, however if handled poorly it could be harmful.

In contrast to other studies, e.g. Ford & et al (2008) and Thomas & Hardy (2011), O'Connor does not pay attention to the change agent while discussing change resistance. In her article *"The Repercussions of Change"* she gives suggestions on how to manage change resistance successfully as well as how to avoid the most common pitfalls, however not mentioning involving the change agent in the process but giving the management the responsibility of leading the change. To avoid pitfalls, the management of an organization in change have a responsibility to communicate the change correctly to their teams and make sure to understand the change themselves. The management should also be aware of that some sort of resistance will happen and not to overreact when this follow through. Treating resisting as something ordinary and for a manager to make sure to be open for communication and even critique, will be helpful in the long end, as the management are in the position of receiving valuable feedback. (O'Connor 1993 p. 30-31)

Lawrence (1969) look at resistance to change in a way that what needs to be overcome is the attitude and expectation that change resistance will occur. He states that it is obvious that change resistance will happen if the participants of a change initiative are expected to show resistance. Resistance should however be seen as what he call a *"red flag"* that indicates that something is not right and when this happens, it is crucial to understand what the problem is.

2.3 Understanding change resistance

Change is often associated with fear of losing something instead of thinking of it from the perspective of what could be gained or how to learn from it. As change never is easy

and the journey of change might be challenging, it is important to realize that letting go of fear and not thinking of change as a negative obstacle, will benefit yourself. (Razzetti 2017 p. 45). Change is inevitable and most companies are familiar with change attempts through trial and error and have failed to receive a positive outcome, which also is one of the reasons why change has a bad reputation (Razzetti 2017 p.173).

Razzetti (2017 p. 173-174) describes resistance as a try out where the management is tested of how seriously they are implementing the change. If they give up to the resistance at an early stage, it can be perceived as a win for the resistors and viewed as their resistance paid off. That is why it is suggested that several change initiatives should be implemented at the same time of which the least efficient initiative should be killed on purpose. When the management is open to feedback and ready to make some readjustments and compromises, it improves co-operation among the team as it also reduces overall resistance.

Razzetti (2017 p. 182) also point out that organizations should under no circumstances hesitate to introduce new implementation out of fear of possible resistance. The introduction of the new implementations is only the beginning and an organization should prepare themselves for more resistance along the way (Razzetti 2017 p. 184).

2.4 Benefitting from the change curve

The change curve (Figure 1) describes a person's typical reactions during the change process and exists to let us know how people experience major change emotionally. It is important to understand the different stages of the change curve, as it can be helpful for the employees going through the change to quickly adapt and accept the ongoing transformation. (Expert Program Management)

The change curve was originally described as the grief curve, to understand how people feel when faced with terminal illness. The curve has since been implemented in a professional way, to better understand people's reactions when facing change within the business environment. (Belyh 2015)

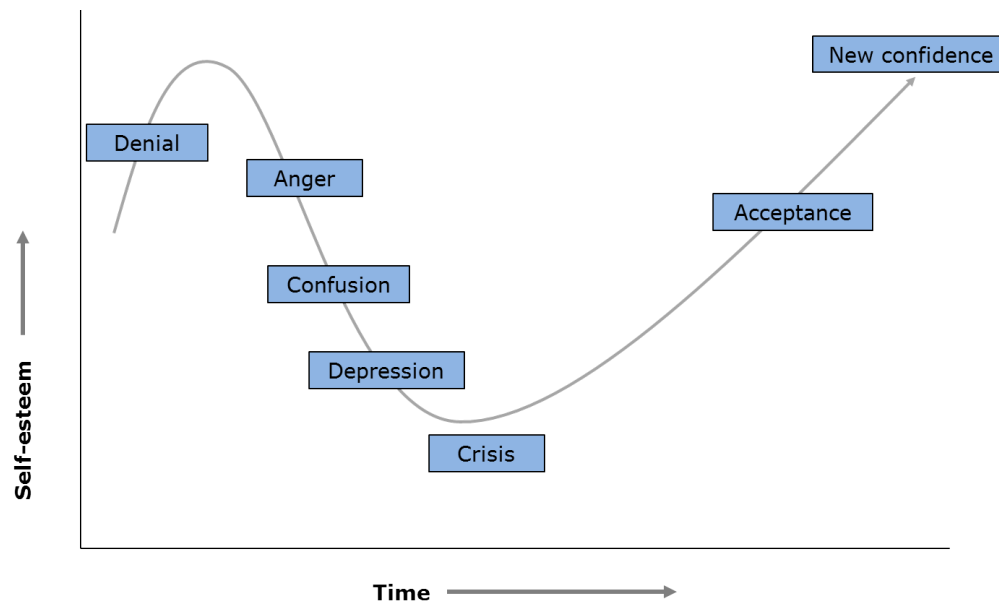


Figure 1. The change curve. Typical reactions within the change process (Rick 2011).

2.5 The reasons behind change resistance

Change management and criticism goes hand in hand, and it is important for the change agents to be aware of how to benefit from the criticism, as it can be a very powerful source. A person with critical point of views is often the one who is engaged and involved in the company and the process. (Ahrenfelt 2001 p. 295)

When dealing with change resistance, it is of importance to recognize that not all organizations are the same and will therefore not react to or handle the change in a similar way. To fully understand the reason for resistance, it is important to focus on the root cause why change is being resisted. It is not always possible to react to all resistance and therefore it is essential to pay attention to the most crucial form of resistance before acting on the other ones. Fear is often present in a change situation and it is of importance for the organization to make sure to send a message to the team that resisting change is nothing uncommon. (Razzetti 2017 p. 175, 178, 180)

2.6 Kotter's theory on change management

There are several theories on change management and how it should be led in organizations to achieve the best result. As it would be too broad for me to focus on all the major theories, I have decided to focus on one of the most known; Dr John Kotter's

change management theory. I have focused on his theory with a critical point of view on how to implement it in the real world and to find out if change resistance really can be avoided as easily as insisted through the model.

2.6.1 The 8-step model

Kotter first introduced his 8-step process for leading change in his book “Leading Change” in 1995 (Mindtools). His 8-step process for leading change is ranked as one of the best change models worldwide and Kotter himself is known as a guru within the field (Business Enterprise Mapping).

Kotter invented the 8-step change model for organizations to be able to produce long-term successful change. The model is an 8-step model for organizations to follow while implementing change in an organization. Kotter points out the importance of each step to receive the main goal in the end of the process. (Businessballs)

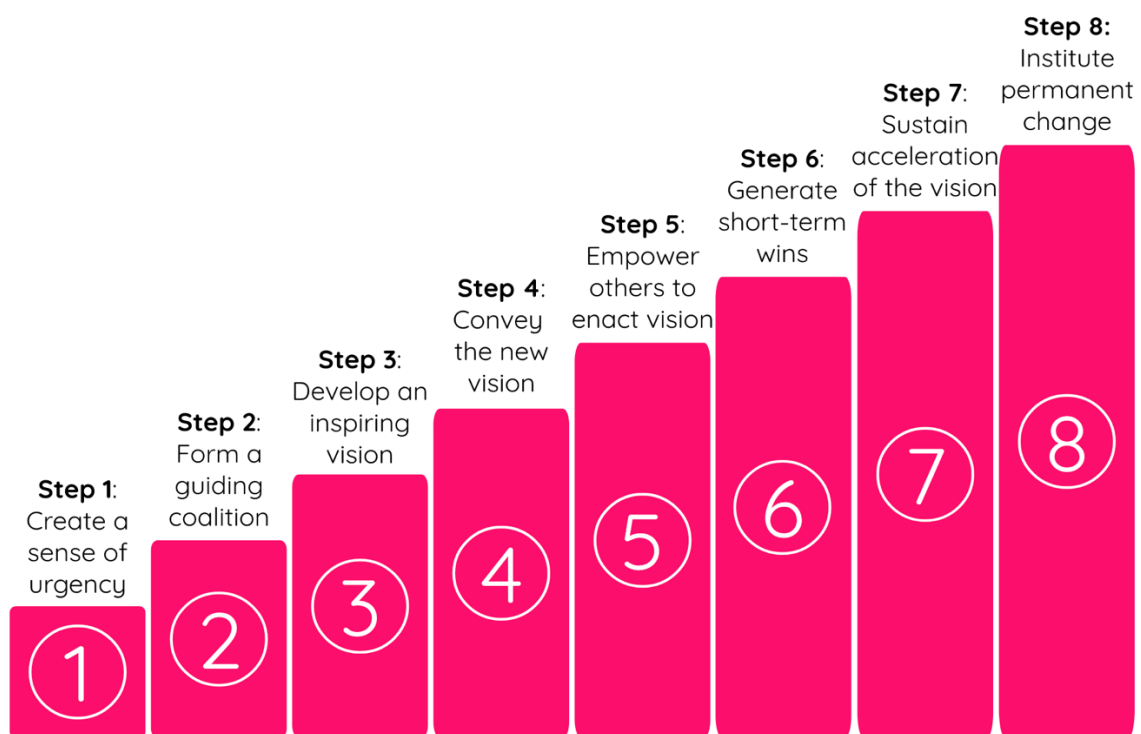


Figure 2. The 8 step change model by Kotter. (Businessballs)

Step 1 - Create a sense of urgency

While dealing with change, it is important to get the entire organization onboard with the process and to make sure everyone is involved and aware of the change. It is crucial to really point out the importance of the change and make sure to emphasize the urgency of the change as this will motivate everyone to get the change started. Genuine discussion is known to be beneficial and makes it easier to get everybody committed with the process. When people within the organization start talking about the change, the need for change might grow. (Businessballs; Mindtools)

There are a few things the organization can do to create urgency and succeed with step one; Possible threats could be identified to show the followers that is possible for the future. Also, to really strengthen the reason for change, customers and outside stakeholders can be contacted and brought in to strengthen the arguments.

Kotter points out that step 1 is especially important as in a change process, as much as 75% of the organization management needs to be convinced of the change for it to be successful. If not enough effort is put on step 1 or it will be passed too fast, problems might arise during the next steps of the change process. (Mindtools)

Step 2 - Form a guiding coalition

When change is about to be implemented within an organization, it is important to gather a group of employees from different departments for a project team. It is important that these people have fully understood the need for change and supports the change. The project teams aim is to convince all other people to get involved with the change and understand the need of the upcoming change. (Businessballs)

Step 3 - Develop an inspiring vision

Together with the leaders of the organization the project team should create a clear vision of the upcoming change. A clear perception and aim of the change will be helpful for the rest of the organization to fully understand the need of change and how it will be implemented to support the organizations values and strategy. (Businessballs)

Step 4 - Convey the new vision

At this point it is important to communicate the new vision at every possible opportunity as the goal is to win everybody over to get involved with the change and new vision. It is important to communicate the new vision at every possible occasion and not just sometimes at occasional meetings. It is important that the project group actively communicates the new vision and change and are open to communication as well as prepared to address people's concerns and worries. At this point it is important for the leaders to lead by example. (Businessballs; Mindtools)

Step 5 - Empower others to enact vision

This is the step where the possible change resistance takes place and shows its first signs. As the change and vision is being communicated throughout the organization, the leaders and the change agents will notice if anyone is resisting the change. At that point they should find out why the change is resisted and find out the root of it. The goal is to transform these obstacles to support when people are encouraged to act and think in new ways. (Businessballs)

Step 6 - Generate short-term wins

By breaking the process into smaller short-term goals, the whole process will be more motivated for the employees. Individuals normally feel that they succeed when they reach a goal and therefore by setting several short-term goals it will provide more motivation for the individuals involved in the process and motivate them to reach the next goal set. The short-term goal needs to be visible for the people involved and without success there might once again be change resistance. (Businessballs)

Step 7 - Sustain acceleration of the vision

Sometimes short-term wins are mistaken for long term wins and the change process is failed or collapsed. It is important to recognize that short term wins are in the early stages of the change process and that there always is a long-term win in the end of the process. At this point it is crucial not to celebrate the wins of the short-term goals too early as it can harm the implementation of the whole change process. Change is a slow process and

takes time to be implemented. Although success is reached, is it important to look for improvement and receive feedback from other people involved in the process to find out what could have been done better. (Businessballs)

Step 8 - Institute permanent change

At the final step the change process comes to end where it is planned to make the change stick. Although the change has been implemented, is it still important to “make it stick” by implementing it in the organization and make sure it is not forgotten. (Businessballs; Mindtools)

2.6.2 Kotter’s 4 reasons of resistance to change

Kotter and Schlesinger published their article “Choosing strategies for change” in 1979 where they introduced their theory on how to overcome change resistance.

They emphasize the importance of identifying and understanding the reasons behind change resistance. They identify four common reasons why change is being resisted; *Parochial self-interest*, *Misunderstanding & lack of trust*, *Different assessment* and *Low tolerance for change*. By getting to know and understand these four types, Kotter and Schlesinger says it will benefit to select the correct approach out of their six change approaches when preventing change resistance. (Kotter & Schlesinger 2008)

According to Kotter & Schlesinger (2008) the four most common ways people tend to resist change are as followed:

Parochial self-interest

People intend to resist change when they believe that they themselves will lose something of value. At this stage, they are usually not interested in how the change will affect the organization or company but how it will affect them personally.

Misunderstanding & lack of trust

Employees do not necessarily trust the management and are afraid that they are not telling the whole truth which could result in the employee losing something in the long end. This is usually a result of low trust between the employee and the management or the change agent leading the change.

Different assessment

This happens when people estimate the change differently than the change agents means. People might see more harm than positive outcomes about the change, both personally and for the company. This reason might however be something positive as employees make managers conscious of unknown issues, although for this to work, it is required that the management has an open mind and is able to accept the response.

Low tolerance for change

This can be described shortly as old habits. Resistance happens when people have been working successfully in a certain way for a long time. They might be afraid that they will not adopt to the new habits and new way of working, as they are used to a well-formed routine and old habits. Although the change could be a positive outcome for the employee as well, it might still be resisted due to low tolerance of change.

Kotter and Schlesinger point out the importance of understanding and identifying these four types of resistance, as people react differently in a situation of change. By identifying these four types, it will become easier for the management and the change agents to select the right approach when dealing with and overcoming resistance. (Expert Program Management)

2.6.3 The six change approaches by Kotter and Schlesinger

Let's take a closer look on the different strategies and techniques to handle and overcome change resistance formulated by Kotter and Schlesinger.

Kotter and Schlesinger have come up with six change approaches that are, according to them, steps and solutions to minimize and overcome change resistance. They claim that these approaches are useful methods for dealing with and overcoming change. Kotter and Schlesinger call them practical strategies to overcome change resistance. The six approaches are: *Education & Communication, Participation & Involvement, Facilitation & Support, Negotiation & Agreement, Manipulation & Co-optation and Explicit and Implicit Coercion*. (Expert Program Management)

Education & Communication

Kotter and Schlesinger argue that communication and education is key when discussing change. It is important for the management as well as the change agents to carefully explain why change is needed, as honest communication will help to understand the problem and understand the reason of the upcoming change. Also, misunderstandings will not happen as often, if the target group is well educated on the reason for change. For this approach to be successful, it is important to repeat the education and communication of the change for a longer period of time, as it will not be very successful if only communicated for a short time. The advantage of this approach is when people get convinced, it will be easier to get them involved with the implementation phase. This is however a rather time-consuming phase, as the management and the change agents time will be consumed on continually communicating the same thing to different people. (Expert Program Management)

Participation & Support

This approach can be a very effective way to get the persons resisting change the most, on-board as they will feel like they are involved in the process and that their opinions matter. People tend to be more committed to change if they are able to participate in the process. The approach is however very time consuming, which is a disadvantage. (Expert Program Management)

Facilitation & Support

People can be supported during the change process by offering them training and education as well as offering emotional support. This approach is usually used when fear and anxiety are present, and change is being resisted due to these reasons. Especially driven managers are said to have struggles with this. This approach however can be time consuming, high in costs and there is still a risk for it to fail. (Expert Program Management)

Negotiation & Agreement

This approach describes a negotiated agreement with the people resisting change and it often means a financial compensation to get the resistors on board with the change. This can be a quick fix to the resistance problem however it can get pricy if the rumor spreads and more people start to require compensation in order not to resist change. (Expert Program Management)

Manipulation & Co-optation

This fifth approach means manipulating the people resisting the change in order for it to be beneficial to the organization in the long end and have the people act the way the management and change agents wants.

Co-optation on the other hand is when the management involves individuals and groups in the change by giving them a certain role and part in the process and by that involves them in the team that is implementing the change.

This approach might be fast and not too pricy; however, it might be seen as risky as it involves manipulation and is therefore unethical. (Expert Program Management)

Explicit and Implicit Coercion

This approach means threatening the employee to adapt and accept the on-going change where the team member will be threatened to lose their job or potentially getting transferred to other job tasks. As this form of approach tends to be fast and effective in the sense that it has the potential to overcome all sort of resistance, it might however be risky as the employees might not internalize the approach well and might get angry with the change as well as not accept how they are being handled. (Expert Program Management)

2.6.4 Making use of Kotter's and Schlesinger's six change approaches

Kotter & Schlesinger (2008) recommends that their six change approaches could be used mutually, e.g. using one approach does not eliminate another approach and several approaches could be used together at the same time as the main goal is to get as many resisters possible onboard with the change.

It is also of importance to realize with what pace the change is to be implemented, slowly or quickly and out of that choose the correct approach as some approaches are more suitable to fast happening change while some approaches are planned for change happening at a slow pace (Expert Program Manager).

The six change approaches-model is best used as a checklist for managers and change agents where the different approaches with their advantages and disadvantages are being clearly pointed out (Expert Program Manager).

Table 1. Using the six change approaches as a checklist (Kotter & Schlesinger 2008)

Approach	Commonly used in situations	Advantages	Drawbacks
Education + communication	Where there is a lack of information or inaccurate information and analysis.	Once persuaded, people will often help with the implementation of the change.	Can be very time consuming if lots of people are involved.
Participation + involvement	Where the initiators do not have all the information they need to design the change, and where others have considerable power to resist.	People who participate will be committed to implementing change, and any relevant information they have will be integrated into the change plan.	Can be very time consuming if participants design an inappropriate change.
Facilitation + support	Where people are resisting because of adjustment problems.	No other approach works as well with adjustment problems.	Can be time consuming, expensive, and still fail.
Negotiation + agreement	Where someone or some group will clearly lose out in a change, and where that group has considerable power to resist.	Sometimes it is a relatively easy way to avoid major resistance.	Can be too expensive in many cases if it alerts others to negotiate for compliance.
Manipulation + co-optation	Where other tactics will not work or are too expensive.	It can be a relatively quick and inexpensive solution to resistance problems.	Can lead to future problems if people feel manipulated.
Explicit + implicit coercion	Where speed is essential, and the change initiators possess considerable power.	It is speedy and can overcome any kind of resistance.	Can be risky if it leaves people mad at the initiators.

2.7 The other side of the change process

It is often said that change seems simple in theory but tough in practice, however is there any truth to this? There are two perspectives associated with change resistance; one that is top-down where the participants are expected to get onboard without protest and one where the resistance is taken into account in the change process. It is time to look at the perspective that honors resistance.

Many change resistance theories today insist that resistance is something that organizations must overcome. When researching about change resistance, Kotter's and Schlesinger's theory and approaches seems to be the most known strategy today. They serve us, in their own opinion, with some useful suggestions on how to survive, manage

and overcome change resistance. As their theory is based on blaming the change recipients when change initiative fails, there are other theories that focus on the more constructive perspective which detect change resistance as a powerful resource and how that in particular can be beneficial for the organization.

It is said that emotions have not been considered in organizations until a few decades ago when its importance was regained to fully understand organizational behavior. However, examinations regarding affections within the organizational field has existed for a long time. Nevertheless, since the 1980's emotions have been playing an increasing part in management studies, as before that employee's emotions were often labeled as stress, job dissatisfaction or burnout, to name a few reasons. (Pugh & Groth 2019 p. 1-2)

Managers are sometimes fast to blame a failed change action on change resistance and according to them, statistically over half of all change initiatives fail due to this struggle. This however can be managed by treating resistance as a powerful source instead of an obstacle (Ford & Ford 2010 p. 24). Beer & Nohria (2000) on the other hand, state that the failed change initiatives within organizations are as high as 70% as they believe that the reason for this high number is because change is often rushed through and focus is lost. Likewise, Balogun & Hope Hailey (2004 p. 1) declare that the failed change rate is around 70% and emphasize that as a reaction to this, change management skills should be educated within the entire organization and especially middle management should take more responsibility regarding change implementation.

Razzetti (2017 p. 211-212) mention the mystery of driving adoption of anything new and how painful although exciting it can be. He mention how change and adopting to something new can be both fascinating and threatening at the same time and how the managers and change agents most commonly will be acknowledged as the threat. He emphasize the importance of making sure that the team and the recipients understand the *why* behind the change rather than making the change itself the main thing. Normally, the new innovation being implemented, will get the resistance although it is the new behavior that people resist, and managers and change agents should focus their attention on inspiring the behavior instead of trying to convince the resisters of the new product itself. Change cannot be implemented as something that is optional as it then will be seen and approached at as an option. The implementation needs to be done with confidence and by not leaving any room for options for the target group.

2.7.1 Resistance as feedback

Thomas & Hardy (2011 p. 323) mention that “*A long established assumption in the literature on organizational change is that resistance constitutes a problem*”. It is time to argue around this belief.

Often when change resistance happens, the resisters are the first ones to get the blame for not getting onboard with the change. In case of resistance during the change process, there is an increased risk that the higher ups will start to force the change through – no matter what, which usually leads to no good and only enhance the bad management in the sense of pushing the change through and losing sight of the original goal. In cases like this, the trust between the management and the people who did not get onboard might be in danger. The situation might get infected and the managers actions can lead to unwanted situations where there is no room for communication between the two parts and the manager insists that he is correct and is therefore unable to accept any other point of view. The manager will proceed onward at his own path and is unable to think outside the box and will blame the resistor for resisting, in his opinion, a perfectly good change initiative.

However, there might be a perfectly good reason why the resistor did not get onboard with the change and if the reason would be communicated instead of criticized as something wrong, the whole organization could benefit from the feedback. By trying to understand and be open to the feedback given, the organization might end up achieving better results, as resistance can be seen as a resource and not just something negative or bad. (Ford & Ford 2009)

Ford & Ford (2009) have had the chance to study both small and large change initiatives and have come to the result that for one to understand change resistance, two questions needs to be asked: “*Why am I seeing this behavior as resistance*” and “*If I viewed the resistance as feedback, what could I learn about how to refine the change effort*”. When one is able to answer these questions, one will be able to see and treat change as a resource. They also point out that even persons being less open to change, can provide valuable input to the process and the importance of communication. They present five ways where resistance can be used to implement change more successfully:

Boost awareness

Communication and discussion play a great role during the implementation process. It is important to recognize and understand that what might be crystal clear for a manager or change agent, might not be as seen through for others. The managers or change agents will not necessarily know how the change will affect other people down the hierarchy. There might be a lot of complaints about the upcoming change and sometimes that is the only thing keeping the conversation about the topic alive.

Return to purpose

It is important to communicate the purpose of the change to each and everyone involved in the process and to verify that all of the involved ones will receive the information. If people do not receive information about why change is being implemented, there is a high risk of them being annoyed and left out and thereby start resisting the change. Worst case scenario will be that the implementation might get delayed, as the communication why the change is happening, has not been communicated well enough.

Although it is clear to the managers and the change agents, it is important to not take for granted that everybody through the organization knows the reason for the change about to happen.

Change the change

As said before, resistance can sometimes lead to new ideas and better results. Within an organization going through a phase of change, there is usually some persons complaining more than others. These persons are usually the ones that are involved in the company and cares about ongoing matters and are therefore being loud and clear about their opinions and can recognize mistakes about to happen. Although these people complain and might be experienced as a bit disrespectful, they often have the best ideas and their opinion is often worth asking as they might have suggestions that can be beneficial for the organization.

Build participation and engagement

During a change process it is important for the people involved to feel like they are being heard. This does not necessarily have to be about something major, but for the manager

to listen to the team and for them to be able to suggest ideas and point out what is important to them, might lead to great solutions which makes everybody happy with the solution. This can lead to better cooperation within the team and the members will feel like someone heard what they had to say which leads to them participating and involving themselves with the organization.

Complete the past

Previous experiences usually come to mind during new change processes and although the manager has changed, the employees will remember the bad experiences from previous times. It is of great importance that the new manager will make up for the previous bad experience, although he or she had nothing to do with it, to make peace about the issue. The new manager will gain respect and trust from the employees for taking the matter seriously and for making sure nothing similar will happen during the ongoing change process. This tells that previous errors, organizational cultural aspects and questionable incidents might affect the current state more than anticipated.

If an organization can look at resistance as a resource by actually listening to the feedback given and being open to communication with the change recipients, they might benefit greatly of it. (Ford & Ford 2009)

Razzetti (2019) agrees with Ford & Ford (2009) by mentioning that people associate change with their previous experiences in former change processes as well as emotions, beliefs and life experience.

2.7.2 The role of the change agent

Ford et al. (2008 p. 363) point out the importance of reviewing resistance and its role in organizational change. Although researches with similar agenda has been studied before, no research focusing especially on how the change agents are able to influence the participants minds and how they contribute to the change resistance and the result of it has been done.

Many textbook theories consisting of organizational management are based on the idea that change resistance is considered something evident and a related pattern can be seen in these theories when it comes to questions on what is causing the resistance as well as

how to overcome it. According to these textbook theories the force leading the change is doing the right thing while the change recipients are considered the issue that often causes the problem and are the source to change resistance. In that way most theories picture the change agents as good guys and the change recipients as the bad guys resisting all kind of change and improvement. (Dent & Goldberg 1999). This aspect has in fact been the common angle as change often is seen as “one-sided”, favoring the change agents behind the change. There is also a possibility of change agents adding own interpretations to the change recipients or the possibility of the interpretations serving in favor of the change agents. (Ford et al. 2008 p. 362)

According to Beer et al. (1990) in Ford et al. (2008) there is a possibility that, in the change agent-centric view, the change agent’s opinion, actions and inactions as well as ignorance and incompetence may lead to certain conclusions and contribution. Shortly, the change agents own opinions and actions may have a larger role than anticipated.

In Thomas & Hardy’s (2011 p. 323) article Furst & Cable (2008) discuss around the fact that many theories and studies are focusing on change as something that must be overcome. Pidert (2000) in Thomas & Hardy (2011) emphasize that these theories also examine grounds and solutions to resistance and underline that in many theories the focus lies on how the participant behave, feel and act during change. Greiner (1992) mention (in Thomas & Hardy 2011) that some studies include theories of the change agent mismanaging the change, however, according to Dent & Goldberg (1999) the outcome has still resulted in the recipient opposing the change. Many of these studies indicate that communication and education is the ultimate solution for avoiding resistance (e.g. Kotter & Schlesinger 2008; Ford & Ford 2009) but also many more aggressive methods such as coercion, manipulation and threats are being used by the help of change agents (Kotter & Schlesinger 2008).

Also, Waddell & Sohal (1998) argue that the traditional approach to change resistance, where resistance is something to overcome, is outdated. They point out that approaches which evaluate resistance as something valuable should instead be used in situations of change.

Weick (1995 p. 4) describe sensemaking simply by stating its context as “*the making of sense*”. According to Ancona (2012) sensemaking can consist of learning new things and finding solutions to problems within the organization. Sensemaking can be

associated with change, as Heifetz et al. (2009) (in Ancona 2012) point out that sensemaking is often required in times of transformation when new situations occur. In a situation of change, both the change agent and the change recipient are involved in the sensemaking. When change is happening, both the change agent as well as the recipient will try to make sense of the situation, by looking at it from different angles. The change agent will try to define how to accomplish the change and the change recipient will try to figure out what will happen to her or him. (Gioia et al. 1994)

In several change resistance theories (e.g. Kotter and Schlesinger 2008) it seems to be rather normal for change agents to move away from the responsibility by blaming the change recipients for the resistance. This way change agents shift responsibility from things under their control. However, research (Ford et al. 2008 p. 365) show that a change agent can contribute to change resistance in several ways, by breaking agreements, violating trust, through poor communication as well as resisting the resistance her or himself. According to Ford et al. (2008) the change agent's contributions are as followed:

Broken agreements and trust violation

Cobb et al. (1995) in Ford et al. (2008), note that change resistance can happen when change agents break agreements and when trust is lost. Studies confirm that successful change is related to people being satisfied with the way they are being treated while unfair treatment is linked to negative experience and attitudes.

Communication breakdowns

By poor communication a change agent may contribute to resistance and therefore worsen the odds of the organization passing through the resistance phase successfully. (Ford et al. 2008 p. 366). Also, misrepresentation is a part of communication and this can be both intentional and by mistake. The reasons for a change agent to intentionally use misrepresentation can be e.g. when preventing to lose his or her face while a change agent's optimism also can result in misrepresentation, although by misjudgment. (DePaulo et al. 1996 in Ford et al. 2008). Misrepresentation may also occur when communication happens frequently, and at this point it is important to remain honest and realistic. Other types of communication breakdowns contributions can be failing to legitimize change and failing to call people to action.

Resisting resistance

It cannot be assumed that resistance does not happen among change agents as it is common that they are resistant to ideas and suggestions proposed by the change recipients. (Ford et al. 2008 p. 367). Situations when the change agent fail to treat the communication from the change recipient accordingly, may cause issues where the change recipient see the change agent as defensive which is associated as resistance (Whitener et al. 1998; Folger et al. 1999 in Ford et al. 2008 p. 367-368). Also, situations where the recipient provides suggestions regarding the process, may increase the likeliness of change agent defensiveness. Usually defensiveness from the change agents' part will provoke the resistance causing resistance. (King & Anderson 1995 in Ford et al. 2008 p. 368). It is common that the change agents resist resistance by not talking about it in the believe that mentioning it only gives it power. However, this mistake usually backfires by only worsening it. (Tormala & Petty 2004 in Ford et al. 2008 p. 368)

2.7.3 Resistance as a resource

As change mainly has been seen as something to be avoided and something to overcome, a new way of thinking where resistance is seen as beneficial has arisen. With this being said, resistance can be seen as something with a positive outcome and therefore be seen as celebrated. At this point the change agents play a big role, as the opinions of the participants can be seen as beneficial, if the change agent does not decide to consider their behavior as resistance. Weather the change agent is able to take in the participants behavior and opinion in a neutral and adult way, it is possible that the organization going through the change will benefit from it. (Thomas & Hardy 2011 p. 324)

Like as Ford & Ford (2009) point out, also Knowles & Linn (2004) recognize that resistance can be seen as a resource in the sense where change recipients' reactions can be a useful asset for the organization in the process of change. Barrett et al. (1995) highlight the importance of keeping up the conversation in time of change. As the change agents may face difficulties getting new conversations heard and for them to settle (Barrett et al. 1995), it can be of value to start conversations regarding resistance, although the conversations can be categorized as negative, they can nevertheless be of value as they keep some conversation regarding the subject ongoing. Although the

discussion consists of complaints and criticism it is seen as beneficial as it fuels the topic by giving it energy to stay alive. (Caruth et al. 1985 in Ford et al. 2008). Nevertheless, the change agents can take part in the discussions by clarifying on going issues (Barrett et al. 1995).

Also Dent & Goldberg (1999) recognize that the common belief of change resistance being something that has to be overcome can in fact prevent change initiatives from happening. They also argue that in a situation of change, the resistance itself is not the problem or the issue being resisted, however people tend to act reluctantly towards loss of status or the unknown, but this is not change resistance per se. They state that the term *change resistance* should be used carefully as the true meaning of it indicates that *“employees are not wholeheartedly embracing a change that management wants to implement.”* They also point out that in many traditional textbooks the term *“resistance to change”* is widely used although not defined nor explained. Many of the theories does however have similar conclusions of what causes resistance and solutions on how to overcome it.

Ford et al.'s (2008) view on change resistance celebrates resistance, however their perspective puts the change agent in a favored position where they can decide if the participants' opinions and behaviors should be classified as resistance. Thomas & Hardy (2011 p. 322-323) mention that this approach can easily be more difficult than if the resistance would be demonized, as the participant are not able to influence the change agents minds if the agents think that the participants opinions and responses are not to be taken into consideration.

2.7.4 Celebrating and demonizing resistance to change

Most literature concentrates on causes of resistance, how to deal with change resistance as well as how it can be managed. According to Thomas & Hardy (2011 p. 322), there are two overriding approaches to discover resistance to change; demonizing resistance to change and celebrating resistance. Demonizing resistance is the most common approach when speaking of resistance to change and according to Hardy & Clegg (2004) this approach allows the change agents to do anything in their power to prevent change

resistance, including the use of power against employees. This approach has however not been successful as many change initiatives has failed (Beer & Norhia 2000).

Celebrating resistance of change, on the other hand, focus on the positive aspects of change in contrast to demonizing change which contributes a wrong and negative mindset that can interrupt successful change. In the process of change resistance, negative reactions to change can be motivated by positive intensions (Piderit 2000 in Thomas & Hardy 2011).

Both demonizing and celebrating resistance privilege the change agent and the power lies in his or her hands. This causes power relations between the change agent and the change recipient leading to several types of issues, such as practical, ethical and theoretical problems. As these issues are known, it has been argued that to overcome these problems, organizational change should be viewed as an outcome of the mix of both power and resistance. By highlightning power-resistance relations, the attention is not on the question of who resists change and why, however the focus is on more important questions like how relations of power and resistance can operate together, which are important when it comes to change. (Thomas & Hardy 2011 p. 323).

Celebrating and demonizing resistance is present at every level of an organization. Merchant (2020) mention how employees can get demonized by their superiors when bringing up new ideas and innovations. What is seen as being creative from the employee's perspective, can be seen as being demanding and difficult from the superior's point of view. It is possible that the employee faces rejection although the assignment was completed accordingly to the request from the superior, however, it might be difficult for the company to hear and see results that some sort of improvement would be necessary, as they already think of themselves as flawless. Facing the reality can be challenging for the organization and therefore they react by demonizing the employee who brings up the obstacles. Merchant (2020) point out that the reason leaders demonize their employees in situations like this, is because they themselves are not ready to face their own failings and flaws. They should however focus on solving the raised problems and not blame the employee for presenting the issue, as demonizing its employees only harms the organization itself. According to Merchant (2020) the main reason why this happens is because the leader is unsure how to resolve the problem once it has been spoken of. She mentions that there is a gap between knowing something is wrong and

resolving it, which is the main reason leaders tend to demonize the person bringing up the issue.

In resolving these obstacles, it is of importance to face the issues. The problem needs to be noticed and where the employees usually get the blame, it is crucial for the organization to figure out the next steps to be taken to increase the organization's improvement. Also processes on how to solve problems needs to be ongoing constantly, as today's market changes more rapidly than before. Organizations must therefore be open minded to new changes and opportunities at the same time as they make sure to constantly learn new things. The key is to be flexible as things can change at a faster pace than the organization is used to. It is important for leaders to make sure they do not demonize the employees presenting the faults and instead make sure to celebrate them. The situation should be considered good as long as the employees are presenting issues to their superiors. As soon as this stop, the leaders should be concerned as they are faced with a problem. Reasons why employees stop presenting issues to their superiors are usually due to lack of trust in some way or the believe that the leader does not care anymore. A smart leader makes sure to celebrate the more difficult achievements instead of the ones that were easily reachable, as this indicates the leaders will to progress and shows commitment. (Merchant 2020)

Finally, Merchant (2020) emphasize that the employees, who raise problems, should be considered as champions instead of complainers. Leaders should keep in mind that the employees do not necessarily enjoy being in the rather awkward position of giving feedback but will however do it keeping the company's best in mind. The situation might be uncomfortable for everyone involved but it is of great importance that everybody pulls together for the best possible result for the company. If a leader can process the given feedback correctly, it will most likely be of benefit for the organization.

In Ybema et al.'s (2016 p. 6) article about celebrating and demonizing change, they compare the views of resistance that are presented in today's literature while focusing specifically on the change agent as well as the change recipient.

In the article it is underlined that in the traditional approach of change resistance, change is promoted and seen as is determined to take place while resistance is demonized. Change resistance is seen as something negative and in most literature consisting of this approach, managers are urged how to avoid and overcome the resistance. The approach

is mentioned to be selfish from the employee's perspective as the organization is required to change as it is interpreted as something that must happen.

The more modern approach is focused on change being promoted and resistance is celebrated. In this approach the urge for change is still present, however the approach is not as radical as the traditional method that Ybema et al. (2008 p. 6) mention before. The key for the more modern approach is for the change agent to be open minded and make sure narrow-minded thinking is out of the question as the change recipient can come up with brilliant ideas beneficial for the organization. Ybema et al. (2016 p. 10-12)

Table 2. General characteristics of two views of resistance to change featured in different literatures (Ybema et al. 2016 p. 16)

	<i>Celebrating Change; Demonizing Resistance</i>	<i>Celebrating Change and Resistance</i>
Theoretical Foundations	Organizational Development (OD)	Microsociology, interpretivism
Key Proponents	Kotter and Schlesinger, 1979	Ford, Ford and D'Amelio, 2008
Cause of resistance	Employee intransigence	Senior management defensiveness
Status of resistance	Illegitimate	Legitimate
Change agent subject position	Rational, knowledgeable, heroic	Defensive, misguided, partial knowledge
Change recipient subject position	Ignorant, fearful or difficult	Knowledgeable, willing
Positioning	Change agent is privileged as champion of change and serving everyone's best interests	Change agent is privileged insofar they decide whether or not actions and identities are resistant
Power relations	Unitarist: wider capitalist framework taken for granted	Unitarist: wider capitalist framework taken for granted
Authorized action	Managerial prerogative – coercion by senior managers	Managerial prerogative – managers decide who and what is resistant practices and identities
Practical issues	Demonizing resistance has not resulted in its eradication; change agents are likely to ignore 'good' ideas from subordinates if they deviate from their vision for the change	Change agents may not have the expertise to assess accurately whether the change recipients' response will 'improve' the change effort
Ethical issues	Assumes change is for the good and change agent is doing the right thing. Fails to take into account that changes may be detrimental or exploitative	Changes are vulnerable in that if they do not resist, change recipients risk being penalized for not contributing to the change effort; if they do offer different ideas, they may get labeled as resistant.

The table above compares the difference between the top-down traditional view of change that expects everyone to get onboard without protest and the more modern way of thinking. As shown, Kotter and Schlesinger's theory is based on celebrating change and demonizing resistance while Ford et al. believes in celebrating both change and resistance. As it has become clear, Kotter and Schlesinger's view of thinking is that the

change agent always is right, and the perspective does not allow any room for thinking that the change might be disadvantageous or unethical. Ford et al. on the other hand describes the situation as binary as the change recipient may get the blame if not contributing to the change effort by not presenting his or her own opinions and at the same time suggesting new improvements might be seen as resistance.

The table show how Kotter and Schlesinger hero the change agent while Ford et al. see the change agent as someone who has the power to decide whether resistance is seen as something useful or not. In the table it also becomes clear that Kotter and Schlesinger blame the employee stubbornness as the cause of the resistance while Ford et al. are of the opinion that the defensiveness of senior management is the reason of resistance.

The table also show the difference of thinking in regard to the change agent. (Ybema et al. 2016 p. 16)

All this adds up to resource questions for this thesis; *How is resistance visible in a change process* and *How can resistance be a resource for change?*

In order to find an answer to these questions, I have studied the change process at Finnair, where a new software system was implemented. I have also made an analysis of Kotter's and Schlesinger's theory about the six approaches as well as the emotional side of change resistance and how these theories works in practice.

3 RESEARCH METHODOLOGY

The research method used in this thesis is a qualitative ethnographic method with an autoethnographic approach.

There are several approaches to autoethnography and the difference between these forms are based on how much weight is placed on the study of others, how much the researcher has been interacting with others, traditional analyses, the interview context as well as power relationships (Ellis et al. 2011).

The chosen method used in this thesis is *narrative ethnography* which means that the narratives are presented as short stories where the experiences and analyses are being introduced. (Ellis et al. 2011).

The autoethnographic method seems to be disputed between different researchers as some researchers emphasizes that the autoethnographic method only can be used if the narrative

includes the researcher oneself while others acknowledge narratives describing others as autoethnography.

3.1 The company

Finnair is one of the world's longest continuously operating airline serving nearly 15 million passengers in 2019. Finnair is a growth company with its focus on the passenger and cargo traffic between Asia and Europe, however it also operates to the American market. The company operates with a fleet of 83 aircrafts (Finnair 2019 p. 15) and by the end of 2019 had personnel of nearly 6788 employees (Finnair 2019 p. 16), of which approximately 1700 are shift workers on the ground and therefore Quintiq users (Lahti 2020).

3.2 Method of choice

Already in the beginning of the research project, I had in mind to complete a qualitative study but in the form of interviews. I did however change my mind about the method as I came to think of the risk of the potential answers and results of the interviews not being objective as I could have been seen as a representative of the employer side or a change agent. I was concerned that my status in the change process, as I also am employed by the company, would affect the results if the research method would have been done by interviews. Due to this I decided to change my research method to autoethnography, as I would be able to complete the study anonymously and without my position affecting the results. In addition to the method literature, I also widely researched literature concerning the traditional way of viewing change resistance as well as the more constructive side of change resistance.

There are three different approaches on how to look at autoethnography, based on the researchers and others role in the study. The first and typical model is where the researcher acts as the main figure in the study. In the second model the researcher still performs as the main figure, however others are involved as co-players. The third method is where the researcher oneself does not act as a main figure and the aim attention is on others. (Chang 2008 p. 65)

The narratives in this study are based on Chang's (2008 p. 65) third approach. However, according to Ellis & Bochner (2000) in this approach itself is not enough to be considered as autoethnography. Nevertheless, Chang (2008 p. 66) still points out that the third approach is frequently used in studies where the investigators prospect can be brought forward without him or her acting as a main character in the study. By conducting a study this way, the researcher stays connected to the study by using it as a base although the study does not involve the researcher directly. This is also the way this particular study is made, as the researcher has a personal connection to the study and the topic analyzed but is not involved in it as a main character.

3.3 The aim of the method

I was interested in accomplishing a qualitative research in order to find out the answers for the research questions. The aim of the study was to carry out a non-numeric study on researching the *how*, and therefore it felt natural to compose a qualitative research.

The qualitative research method focuses on feelings such as meanings, understandings and perspective. A researcher of a qualitative study has to be able to understand how the individuals of the research act as a group and be able to understand the participants in the meaning of defining situations, trying to understand the participant perspective and take into account the different cultures associated with the group. It is also of importance to execute a qualitative research in a natural environment for the study group as the collected data and its relevance is reflected directly on how the situation has been handled. The aim is to disturb the target group as little as possible for best possible results. (Woods 2006 p. 2-4)

As the aim of this study was to receive non-numeric data and non-affected results by observing the target group without them knowing it, the qualitative autoethnographic method felt as a natural choice.

3.4 Data collection

In order to write the narratives for the research, the data collection took place between July 2018 and April 2019. The active time for the test phase was from July to December 2018 and the time after that was when the implementation took place and when final

adjustments of the software implementation were made. The collection of data happened by the author actively analyzing the situation during the change process and how it proceeded. Although the change process took place during 2018 and early 2019, the narratives were not written until early 2020, which means that the author had to think back to the time when the change process took place and thereby had to write the narratives based on what was remembered from that time. However, some notes based on the researcher's memory were taken and written down already during the change process, which turned out to be helpful when writing the narratives at a later stage in early 2020.

According to Chang (2008 p. 71-72) the autoethnographic method is based on the researchers own personal memories. Although the memory is an informative resource, according to some researchers, it is also worth remembering the disadvantages of the memory as it can be selective in terms of the past and might be considered as undependable as well as non-reliable when emotions are involved.

In order to gather relevant information for the narratives, it was important to observe the participants behavior in an environment that they were used to and felt comfortable in.

3.5 Method on data collection

To protect the individuals described in the narratives, pseudonyms have been used instead of exposing the participants correct names. The participants ages are not mentioned, however as their backgrounds are described briefly, is it not possible to identify anyone based on that as the history descriptions are rather generalized.

The data collection has been completed through participant observations where the target group and their behavior has been monitored throughout the whole change process. The narratives are written based on the authors own experience during the ongoing process. The participants of the study were not aware that they were being observed for the research and could not thereby in any way influence the results of the study.

DeWalt & DeWalt (2010 p. 29) refers to this form as passive participation as the researcher is not identified as a researcher and no interaction with the participant are taking place nor are they aware that they are being observed.

Chang (2008 p. 68) mentions the importance of protecting the privacy of the participants taking part in the study and suggests the use of pseudonyms for confidential reasons.

The participants of the study were selected randomly, nevertheless the only qualification was that the individuals would be some sort of an end user of the new software. Finding the participants turned out to be simple, as there was only a very limited amount of participant needed and because the amount of end users taking part in the process was large.

The amount of data received through the observations was surprisingly extensive and as the narratives indicate, there were a wide range of different attitudes and opinions among the individuals being observed. Some individuals showed more resistance to the ongoing change process than others and the variety of resistance was quite comprehensive.

3.6 Validity of method

The autoethnographic method was chosen for this study to get some depth to the research itself. Since the author works within the specific department involved in the change process, it felt natural to carry out an autoethnographic study as she was able to observe the target group throughout the entire process and thereby receive valid research data and genuine results for the study. The autoethnographic method was used for the purpose to receive results involving feelings and reactions.

Compared to other research methods, the autoethnographic approach is useful since the researcher is able to get depth in the study by benefitting from personal data and individual reflections (Chang et al. 2012 p. 18). Also, Adams et al. (2014 p. 1) recognizes this by describing the autoethnographic method as a technique where the investigator is able to represent and comment on cultural assumptions and background through his or her own experience. The method is described as *“Through the use of personal experience, autoethnography offers insight into how a person makes sense of cultural norms, experiences, and practices”* (Adams et al. 2014 p. 27).

There is some potential in the autoethnographic method that speaks for its advantage. It is pointed out that the method is considered both in favor of the researcher and the reader. The researcher has easy access to the essential data source which also is beneficial as it can be seen as an advantage as the method can provide more intensity when collecting data. The reader however favors the method as the writing style is more pleasant to read than traditional textbook language. Chang (2008 p. 51-52)

In addition to this, Chang (2008 p. 51) also mentions two additional advantages with the autoethnographic method, them being the possibility of increasing motivation to strive to cross-cultural coalition building as well as improving cultural insight.

There are however some difficulties and limitations associated with the approach

4 THE CHANGE PROCESS AT FINNAIR: FINDINGS

In the empirical part of the thesis, I will describe the change process at Finnair, reflecting it to both Kotter's and Schlesinger's theory as well as to theories reflecting on the more constructive side of change resistance.

I have critically analyzed Kotter's and Schlesinger's checklist and how the six change approaches could be used in a real realistic change process, in this case the implementation of the software at Finnair, and what the outcome of the approaches were, according to the author. By critically analyzing the six approaches, I have made some suggestions on which approaches could be useful in an ongoing change process as well as criticized which of the approaches to be avoided.

Based on the constructive side of change resistance and the theory described in this study, I have also made an analyze of how relevant this point of view is in the change process at Finnair and how it can be used in practice.

The findings of this analysis, are strictly own personal opinions of the author of this thesis and the analyze has only been done in the process of this specific ongoing change process described in this thesis and therefore the results may vary in regard to similar situations in other environments.

4.1 Why Finnair chose Quintiq

The issue with the former software programs has been the fact that the programs has been old and outdated and did not live up to the standards and therefore the organization was interested in implementing a new program that supports today's digitalization.



Figure 3. The timeline of the resource planning enhancement project. (Lahti 2020)

As the timeline shows (figure 3) the resource planning enhancement project began in 2013 and after the resource planning unit got centralized in 2014, the decision to start looking for a new resource planning system began in 2015. The implementation of the software and project took place in 2017 before the go-live phase took place in December of 2018.

The requirements for the new upcoming system from Finnair's point of view were as follows:

- Digitalization as self service
- Excellent operational quality
- People experience and satisfaction
- Automation and optimization
- Less manual work through process
- Scenarios and KPI's for decision.

(Lahti 2020)

4.1.1 Results of the software implementation

The new software program Quintiq has changed roster planning for the ground resource planning division as it now is possible to benefit from the software optimizer for making the best result on requirements and automation. The software enables the shift generation to meet the required flight schedules and that way provides more effective and cost-efficient rosters. Another important tool provided by the new software is the key

performance indicators included in the software which enhances visualization while guiding planning decisions. (Lahti 2020).

Since Quintiq's implementation at Finnair, some of the goals set to it, has already been reached. They are as follows:

- Less system costs
 - Before there were three different software systems with numerous interfaces
- Less resource planners
 - Less manual work in roster planning using optimizers. Personnel costs has decreased as the number of employees has decreased from 11 to 8.
- Optimized rosters
 - Leading to better equality and quality in rosters and thus happier employees
- Effective planning process
 - Provided scenarios before decision making
 - Optimal shift structures to support flight schedules
- Employee self service
 - Less work for managers
 - Better view of employee's personal quotas and changes to rosters

However, not all goals have been achieved yet as the payback time is longer than anticipated and the progress to reach some of the goals are still in process. (Lahti 2020)

4.1.2 Further development

A LEAN project has started in 2020 where all the employees at the ground resource department participates. The aim of the project is to improve the existing processes and to find out how the program can be utilized in an even better way. The goal for the future is also to improve the already defined key performance indicators for better results following the results in the future. Although the use of the optimizer in different roles has already improved, the target is still to reach 80% of planning automatization.

There are still some enhancements and improvements in the process to be developed and improved, e.g. the vacation planning process which indicates that there is still work in process to be done. (Lahti 2020)

4.2 The change process – managers' view

As the timeline (figure 3) shows, the implementation project started in July of 2017 and at the same time the ground resource planners got involved with the project. The test phase of the software started, and the entire ground resource planning team took part in the project right from the beginning of the implementation. The test phase included building up the software according to Finnair's needs, standards and regulations as well as getting familiar with the new software as this would be the new main tool for the planners in their daily work. After the software had been built up to meet the company's required demands, the test phase shifted into a phase where all the details of the software had to be tested to make sure of the optimal use of the software. The test phase was executed to prevent large faults of the software before it was taken into use for the target group.

In the beginning of the test phase it was noticeable that the team was excited to participate in the process and the participants seemed to be eager to be able to take part in the test phase and by that be able to influence how the upcoming software would turn out to be. The building of the software and the test phase took place from July to November 2019 and after that the team started to prepare for the go live phase and the implementation of the software. During this time and stage, it became clear that the implementation would happen in stages with some divisions being within the early implementation phase and other divisions having the software implemented at a later stage. This decision was made since several technical issues and interface problems were still unsolved and the risk of running into larger problems wanted to be avoided.

4.2.1 Education/Communication

In the beginning of the process, Finnair invested in educating the personnel to get to know Quintiq as well as learn how to use and orientate around the new software tool. All

persons involved in the new software tool received some sort of education regarding the upcoming software to make sure to spread the word broadly.

During the fall of 2018 when the test phase still was ongoing and by the time the participants have had the chance to get familiar with the program, the company started recruiting workers who were interested in functioning as “digital agents” within the company. These persons got a short training where the software was introduced and explained how it would work from the customers perspective. The digital agents were trained to act as support for the workers at the different divisions and would be able to help with different requests the target group would possibly have. In co-operation with the ground resource planners, the group of digital agents also partially acted as change agents in different situations.

The target group was educated about the new software through different channels; the digital agents acted as support with installation of the user application, a thorough user manual including step-by-step instructions for different situations, a yammer channel where questions could be asked as well as the support and information from the employees supervisors.

Although the implementation phase of the software is over and the situation has been stabilized since the go live phase, is it still of great importance to keep the education and communication alive along with development of the software.

By choosing to invest in education and communication at an early stage, Finnair’s approach is also in line with Kotter’s and Schlesinger’s first approach on their checklist. Kotter and Schlesinger point out that it will be beneficial to use the approach when the target group has lack or no information regarding the matter but once people are on board with the change about to happen, it is just smooth sailing. As education and communication is of great importance in all matter of change, it seems like according to the approach it is described as it just should be implemented and then it will happen by itself. However, in real life it is easier said than done and is in fact more time consuming and hard work than they anticipate.

4.2.2 Participation/Involvement

During our change process, we involved the change agents to partially participate in the process and got them involved in the process by that. The participation of the change

agents resulted in good discussion where new ideas and point of views were discussed. This was beneficial for both parts; the organization received some useful information and feedback from a new point of view as well as new suggestions on how to avoid some mistakes that easily could have been happened unless this discussion while the participants got the feeling of being involved in the process. This also increased the co-operation between the management and the change agents.

Kotter and Schlesinger emphasize the importance to involve the change resistors in the change process. They point out that it often is easier to have the persons likely to resist the change, to be involved in the change process, and by that have them resist the unknown change less. When the resistors get the feeling of being involved in the implementations phase or implementation and feel like they are getting heard and that their opinion matters, they are likely to get more onboard with the change than continuing resisting it.

4.2.3 Facilitation/Support

During the change process, it was noticeable that some resistance happened. Also, some “silent” resistance happened where some resistors came along with the process but silently resisted the change by criticizing the process both out loud and by their actions. Kotter and Schlesinger described the approach as useful when fear and anxiety is present and the solution to this phase seems to be for the manager to be supportive to the people resisting the change.

Kotter and Schlesinger describe that the solutions to this issue could be providing training and or giving the employees some time off after a demanding period. This was however quite unrealistic during the change process at Finnair, since the change process was ongoing, and the process and implementation was quite intense and there was no time for taking time off. This approach also tends to be quite time consuming which might be an issue in the real world as there was no spare time during the process.

4.2.4 The remaining approaches

The last three suggested approaches on Kotter’s and Schlesinger’s checklist (table 1) are Negotiation and Agreement, Manipulation and Co-optation and Explicit and Implicit

coercion. None of these aggressive approaches were used during the change process at Finnair as our change methods and steps were gentler and instead, we took the participants view into consideration and dealt with the change from that perspective, which turned out to be a well working approach.

4.3 The change process – participants' view

The participants view of the change process is described as narratives. A narrative is described as “*A story or a description of a series of events or a particular way of explaining or understanding events*” (Cambridge dictionary).

This subchapter consists of five narratives describing the constructive side of the change resistance process. The process described in the vignettes below are all taking place from the start of the testing phase in July 2018 and to the end of April 2019 when the software had been implemented to the last division, a total period of approximately 10 months.

The persons involved in the vignettes have all been involved in the change process when implementing the new software program Quintiq and the vignettes consists of real stories and memories from that process, however the names of the persons are all pseudonym. The stories consist of different types of change resistance conducted throughout the process and are involving different type of actions on behalf of the persons described.

Following each vignette, there is a discussion consisting of the analyses of the phase of the change, where a short evaluation of the process has been done and how the persons behaviors can be related to the theory of change resistance.

Each narrative tells a short story of a different type of change resistance.

4.3.1 Narrative 1: Jill

It had been known for a relatively long period of time that the new software program Quintiq would be implemented as a new resource planning software for Finnair's ground resource planning division.

Jill had been working with the company for a relatively short time of period and had been introduced to the upcoming change since the beginning of her work carrier at the company. As she was very passionate about her new job, she found it very interesting to be involved in the implementation of the new program and looked forward to this taking

place. In the beginning there was a lot of talk about how Quintiq would “make life better and easier” for the ground resource department and talks about how it would be possible to actually focus on other relevant tasks as the manual work would decrease, was brought up quite often. Jill felt excited and ready to get involved with the new program and phase where all the testing of the program would be done. She had high hopes for the program and felt that this was the right direction as the company would focus on only one main program instead of several small and different programs for different customers. Although she was quite new to the department and the job, she felt confident that Quintiq was a good investment and was very positive to the change about to be implemented.

Before the go-live phase of the program, it was arranged that the ground resource planners would be able to participate in a testing phase of the program that lasted for approximately 6 months starting from July 2018. The main aim for this testing phase for the planners was to get familiar with the new software and be able to work with it and build up the program as the planners would be one of the end users of the program. The goal was also to in advance be able to tackle potential technical issues as well as other obstacles along the way and thereby run in to less issues when the program was taken live.

At the beginning of the test phase, Jill felt excited and ready to get going with the testing and to start familiarizing herself with the program. She had taken in her role as a change agent for the new software and was ready to convince her team members as well as other end users as well as the customers, the potential that Quintiq had and how they together would make it work.

Jill had already at an early stage adopted the role as a change agent to help her customers to adopt to the new change and handle the new transformation. She was excited to be involved in the change processes and felt that she had an important role as a change agent to motivate and inspire her customers to take in and accept the new software.

However, the testing face turned out to be a bit different than Jill had imagined and she started to feel a bit frustrated along the way as she felt that the testing time and timetable wasn't as efficient as she had hoped for. During the testing period, there were several technical issues that made it impossible to get further along the process and Jill also felt that there were several things that could have done better. During the test phase, Jill also had to make sure to be able to do all her normal workload as a resource planner as she was not released from her normal duties during the test phase. Jill started to feel frustrated and a bit annoyed with the situation where she did not have enough time to do both tasks perfectly. She started to feel more sceptic towards Quintiq as she felt that more and more

issued appeared and as she felt like time was not spent efficiently. She started to have doubts towards the program and thoughts like “will this ever work?” and “should we just postpone the start date?” started to arise. She felt like the new program would not live up to standards as promised and started to doubt its promised potential.

This was a clear change of mind for Jill as she in the beginning had been very non-resisted to the upcoming change of software program and all of a sudden, she started to doubt the program as well as the process around the program. She started to get tired of the new program as all the focus was on that and this was all that was talked about. She got tired of all the step backs and at some point, she felt very doubtful towards the new software. However, the slight ongoing change resistance, Jill knew that she could not give up and was focused on getting the new software up and running. She knew that she played a great role in the process and she knew that she just had to push forward to get the best result in the long end. Jill really had to focus to stay positive and knew that if she would stay focused for a few more months, the result in the end would be worth it. She managed to do so, and the new software was implemented for Jill’s planning division in the beginning of year 2019 and since February the same year it was her main tool when planning rosters.

Analyses of the phases of the change

Although Jill did not resist the upcoming change per se, there were still some moments of doubt during the test phase where she felt unsecure and anxious. She did stay positive and open minded for most of the process although some doubts were shown during the test phase where Jill had to handle both her normal work duties along with the testing. There was a clear change of mind from her eager and positive attitude to her hesitant way of thinking. In the beginning of the process she felt convinced that the new software was a great investment, however the more obstacles occurred along the way, the more sceptic she felt towards the implementation. Although some skepticism towards the process could be seen in Jill’s behavior, she still did not resist the change as she was convinced the implementation would be beneficial in the long run.

The implementation of the new software as well as the process was well explained to all the participants, which resulted in Jill knowing the why behind the implementation. Although some doubt during the process, she felt motivated and felt like she was well informed of the process as well as the details why the specific software was chosen. This is also very much in line with what Ford & Ford (2009) argues when discussing boosting

awareness as they emphasize the importance of discussion and communication and for the management to ensure that everyone is aware of the change.

4.3.2 Narrative 2: Jane

Jane had worked for the company for over 20 years and within the division for at least 10 years. She had been through new software implementations before so implementing yet another program was something she was used to. In general, Jane had a positive set of minds and was known as the type who did not stress and kept calm in every situation. As Jane had been through similar change and implementation processes before, she was able to imagine how the process would look like and could prepare herself for what was about to happen.

From the right beginning Jane had a positive attitude to the whole change process and felt eager to get along with the process as well as get to know the program and find out how it could benefit her in her own work. Jane had a curious mind and that was also noticed in the change process as she curiously tried to challenge the program and the people behind the program and tried to push things forward. By actively asking questions and giving and sharing her own input of what could be done differently, she was a real asset to the team and to the process and by that helped to develop the new software.

Jane stayed very focused during the test phase and one could tell that she enjoyed the new challenges the program and its obstacles brought up. She also operated as a mentor to other team members who were not as convinced as Jane, that the new program was a good investment.

As Jane had gone through similar change before and had been involved with previous software implementations, combined with her positive point of view and calm mindset, she enjoyed the implementation phase and enjoyed being involved in the change transformation. During the process, she had valuable ideas and new suggestion and brought new point of views to her co-workers as well as to the people in charge of the technical part of the software. You could easily tell that she was excited about the new software and ready to bring it onboard. She really saw the potential that the new program would bring to the team in their daily operations.

During the test phase she had nearly no doubts of the new software and came up with several new solutions how the program could be maneuvered better. She was excited for

the implementation and it was clear that she was a big advantage to the team and implementation phase.

Analyses of the phases of the change

During the process there was no sign of resistance in Jane's behavior. She was very excited to participate in the process and implementation and was a great asset to the team and the organization. She felt like she was well informed about the reasons for the change and felt like she was being heard when she suggested new ideas along the process. Jane had participated in previous and similar change processes before and had only positive experience from them, which made it easy for the organization to use her as a mentor for the other employees and without a doubt as a change agent. Both Ford & Ford (2009) as well as Razzetti (2019) points out the importance of previous experiences and how much they can affect the participants behavior. Ford & Ford (2009) discusses about completing the past in cases where participants has negative experience from previous change processes and how the management must make up for those mistakes. In this case where the previous experience had been only positive, none of these actions had to be considered. In Jane's case she felt like she was encouraged to suggest new ideas and participate in the process by taking part in discussion of what could be done better or what items are done well already and where no improvement was needed. Ford & Ford (2009) mentions the importance of involving the participants in the discussions and by that building participation and engagement which is factor that minimizes resistance.

4.3.3 Narrative 3: Joe

Joe had been working with the company for several years within quite a few different positions. He really knew his job well and had been doing the same tasks for several years already and was very familiar with both the company as well as his work duties. Joe was the go-to-guy for the less experienced planners, as he really knew what he was doing and such an old stager. He had a quite strong routine on how to do his job and although the previous program wasn't really in his favor in all situations and did not work as smooth as wanted, he always got everything done in time just because Joe was Joe. Joe had some opinions about the previous software as well but since he had been working with it for many years, he was pretty much used to all the less positive aspects of the program and

was quite fine with the situation. As said, he knew what he was doing and always got the job done although it sometimes took more time than necessary. It had always been like that and Joe was used to the situation.

In the beginning of the implementation of the new program, Joe felt somehow irritated of the new software and did not feel that it was necessary to bring a totally new program along, as said, according to Joe, the old program was working on an average level and he was ok with that. During the change process the co-workers could tell that Joe kept quite quiet while performing the tasks that were asked of him during the testing phase. It was noticed that he felt irritated and did not necessary involve himself in discussions where feedback and ideas regarding the new program were taken into consideration. You could hear Joe mention things like “it will not work well within the department I plan rosters for” and sometimes judge the program too early before the specific aspect had been tested or even thought through. He was not eager to share much ideas of the program and there were times where he did not mention any kind of opinion of the software although it could be told that he felt annoyed and irritated with the whole situation and program.

After the implementation had been done and Joe got more familiar with the program, you could tell how Joe’s mind was changing. He got more interested in the program and as more aspects proved him wrong and he suddenly realized that some working tasks were now easier to manage, with the help of the new software, he gradually got more positive towards the program and the whole process and saw some potential in the new software. As time went by, Joe got even more inspired of the new software, as he was able to use its full potential.

Analyses of the phases of the change

During the process Joe was quite passive and held his thoughts to himself in the beginning. He was not eager to share any of his thoughts of the software or the process with any of his co-workers and did not spontaneously participate in any discussions regarding these matters. He did not however resist the change completely, as he still took part in the testing phase and always did what was told and expected of him, but he did not proactively make any discussion regarding these matters. Nevertheless, some resistance was detected in Joe’s behavior.

At a later stage during the test phase, when Joe started to get more onboard with the change process and started to open up more about his ideas and made some really valuable

suggestions on how the program could be used and what could have been done differently, the organization got some valuable recommendations out of his feedback, which only proves how great of a resource resistance can be. This is in line with Thomas & Hardy's (2011) research where they discuss celebrating resistance and the benefits of it. This is a good example of how beneficial it is when resistance is being celebrated instead of being demonized.

4.3.4 Narrative 4: James

James had worked for the organization for a long time and had always been interested in being involved in new upcoming things and the approaching implementation of the new software program got him interested from the beginning. As James knew he would be an end user of the new software's application, he was eager to get involved in the implementation phase at an early stage. Therefore, James agreed to be a part of a group who would later act as digital support for other team members. The group consisted of team members from several different teams holding different positions within the organization but their common factor was that they all would be end users of the application and use it on a daily basis in order to manage their work schedules, request days off as well as manage their holiday requests. The chosen group, including James, would at a later stage, before the implementation of the software and the application, play a big role within the organizations change face, as they would act like mentors and support to their co-workers and team members when getting to know the new software.

Although James was enthusiastic from the start and was eager to get to know the software, he actively was not shy on giving suggestions on how to improve the software to become more user friendly as well as how to improve certain aspects of the application. At times, he criticized the way the software was build up and according to him the software lacked several critical elements. James brought forth his improvement ideas at seminars where the change agents were present and at several occasions also made sure to follow up if previous requested suggestions had been taken into consideration. Although James disapproved of certain aspects of the software and the way the process was planned, he also provided the group who oversaw implementing the change with some valuable feedback that came to good use during the test and implementation phase. As James had been with the company for a long time and had shown behavior of being a valued asset to his own team and involved in several projects, the management was interested in James

suggestions and several of his recommendations were considered and implemented in the process. Although James judged some part of the software as well as the process, the management were pleased with his input as several pitfalls could be avoided due to this. Due to this, the organization made some changes to the software for it to be more relevant for the target group. Some of the changes required some time and effort at the time, however it became economically beneficial for the organization to make the adjustments and also advantageous to make the improvements before the software reached the go-live phase.

Analyses of the phases of the change

During the process, James's behavior was in line what usually happens through a change process as he showed some resistance to the ongoing change. Although he still had a positive mind and was enthusiastic, he still showed some signs of resistance by questioning the software and the process. The fact that the organization treated James's suggestions as beneficial, is also in line with Ford et al. (2008) theory on how participants opinions and proposals can benefit the company and therefore the resistance is celebrated. Also, Ford & Ford's (2009) statements about changing the change and building participation is in line with what happened in James's case. When James brought forward his opinions and made sure he got heard, it is comparable to what Ford & Ford (2009) suggest.

4.3.5 Narrative 5: Jim

From the beginning of the test phase, it became apparent that Jim was not enthusiastic about the new software. One could tell that he did not have faith in the new software as he at several occasions mentioned his disappointment in the program. His attitude towards the new software was quite pessimistic as he did not believe that the software was suitable for the demanded purpose. Jim did not see the potential in the software and quite openly criticized it and its features. The change agents and the management tried to convince Jim of the software's potential and suitability for the organization at several occasions as they knew that Jim had quite big influence on his co-workers and team members. Private meetings, workshops and trainings were arranged to assure Jim of the potential of the software. The change agents were nervous that if Jim would not get onboard with the

change process, he could easily affect other employees to show similar behavior. In the beginning of the process Jim showed resistance by not paying any interest in the software and avoided being a part of the process. However, as the change process moved forward and the implementation phase became closer, Jim himself felt forced to give the software a try. After orientating himself in the software and its promises, Jim slowly but surely was convinced of its potential. Although Jim showed behavior of resistance during the beginning of the transformation, he still included himself in the process, and gained confidence of the software's possibilities.

Analyses of the phases of the change

Jim's response towards the change was showing signs of some typical reactions during an ongoing change, where he resisted the unknown and new. Although Jim resisted the change from the beginning of the process as he did not feel inspired towards the new software, was it important for the organization to get him onboard with the change. From the organization's perspective, it was also important not to surrender and give up due to the resistance, exactly as Razzetti (2017 p. 173-174) states. It was also important for the organization to follow through with the transformation with confidence and not giving any suggestions that accepting the change would be optional. This as well, is in line with what Razzetti (2017 p. 211-212) says. Also, Ford & Ford's (2009) suggestion "building participation and engagement" can be associated with Jim's behavior as it is important for the participant to be able to express his opinions and feelings.

5 DISCUSSION

The aim of this study has been to find out the answers to the decided research questions *How is resistance visible in a change process?* and *How can resistance be a resource for change?*

The research of the thesis was conducted using the autoethnographic method by observing participants and their behavior involved in the study.

Kotter's and Schlesinger's theory on change resistance is focused on the change always appearing from the employee side and never on the managerial side. They only focus on the employee being wrong and the management being the heroic part who tries to

save all the good work being done. Another noticed fact is how focused Kotter is on making resistance something bad and how he focuses on “fixing” the problem by offering solutions in terms of the six approaches to minimize and overcome change resistance.

As the six approaches by Kotter and Schlesinger can be useful in some change situations, it is also important to remember the limitations of the approaches and be able to take into consideration some other theories in regard to resistance and not solely focus on Kotter’s and Schlesinger’s theory.

During the change process when implementing the new software program for Finnair, it took some serious communication and education to spread the word and according to me, Kotter and Schlesinger does not point out the truth of how time consuming the approach in fact is and how much work it really takes. It can first be believed that this part would be easy and that some communication as workshops and e-mail discussions would be enough for everybody to be engaged in the change, but this is however so much more time consuming than one could imagine. In our change process, most of our time was spent communicating to and educating the target group and which still is an ongoing progress still today. As the software improves even after the implementation phase, so does the education and communication. Although the software is implemented and in use, we still need to keep up the communication with the users, as there are several new and on-going improvements happening all the time. It could easily be said, that this approach is a never-ending phase which requires huge amount of work and time. Due to time limitations, it is not always possible for organizations to spend endless time on education and communication and there are not necessarily enough resources to keep this phase going on for a long time. Kotter and Schlesinger make it sound like the phase is time consuming for a limited time only, as they have not mentioned or taken into consideration that this phase might be necessary for a longer period of time. While this phase is required to be active for a longer period, it will automatically also be more expensive than understood. During the change process at Finnair, there was some good communication and it was especially well communicated why the change was necessary. Although the process of communication was time consuming and took quite some effort from the management and the change agents, it felt like it was important to make the reason for the change logical and well understood.

Participation and involvement are listed as the second approach on Kotter's and Schlesinger's checklist (table 1) and emphasizes how important it is to involve the resistors in the change process. Kotter and Schlesinger point out that it often is easier to have the persons likely to resist the change, to be involved in the change process, and by that have them resist the unknown change less. When the resistors get the feeling of being involved in the implementations phase or implementation and feel like they are getting heard and that their opinion matters, they are likely to get more onboard with the change than continuing resisting it. This of course is a positive element for the organization, but it is also important to take into consideration how time consuming this is as well as the cost of this step. How is the organization able to choose which resistors will get the chance to be involved in the process? Is this an un-necessary step if the organization is unable to involve all the resistors or can it be handled anyways? Nevertheless, the process must be managed carefully and directed in the right direction, as there is risk for it to lead to poor solutions.

During the change process at Finnair, Kotter's and Schlesinger's fifth approach *Manipulation and co-optation*, never happened as neither of the "items" seems to be approaches in line with the company's values. I also believe that this approach is unethical and can easily lead the management into some more serious trouble if the employees would find out that manipulation and co-optation was ever even considered. I don't believe that this approach would be suitable for an organization at any point, no matter how quick an in-expensive way of resisting change it might be.

Also, the final approach, *Explicit and implicit*, on Kotter's and Schlesinger's checklist is an approach that seems very risky to me and was not used at any time of the change process at Finnair. I believe that this, as well as the previous approach, could easily backfire and cause huge problems within the organization. Kotter and Schlesinger recommend this approach when it is important to implement change at a fast pace. However, I believe that the approach is against all ethics and would therefore never suggest this approach to be used.

During the change process of implementing the new software Quintiq at Finnair, I did however recognize some of Kotter's and Schlesinger's approaches. According to my own experience and as a result of this study, I believe that some of the approaches can be useful within the change process, while other approaches are less realistic and therefore

not at all practical. I do not fully agree that change resistance can be overcome or even minimized only by applying Kotter's and Schlesinger's model into the work environment.

I am also doubting the checklist by Kotter and Schlesinger, as I am not convinced that minimizing and overcoming change can be as easy as following a checklist by looking up the correct approach from the list given and following the suggestions on how and in what situation to use each method. I do believe that the checklist can give some direction on how to possibly relate to the issues, but the model solely cannot be used as a tool for overcoming resistance.

Although Kotter and Schlesinger are of the opinion that by following the six approaches, it will increase the prospect of overcoming change resistance, I believe that the model is rather strict and is not necessarily suitable for all companies and I criticize that this model is not suitable for all organizations. As companies have different cultures and different approaches to change, I also believe that this model cannot be relevant for all companies as a one-model-fits-all solution. During the change process, there might be unexpected changes along the way, and everything does not always proceed as planned, which by I indicate the inflexibility of the model. The model does not consider the change participants emotions at any time along the process and it seems to me that according to Kotter and Schlesinger the change process can be correlated to a machine which just pushes through no matter what.

My perspective is, that the Kotter's and Schlesinger's first three approaches of the model can be useful and beneficial while approaches 4 to 6 are unethical and risky in several ways and therefore, I would not recommend for them to be used. Approaches 4 to 6 involves quite many risk factors that easily could backfire and in worst case, ruin the whole change initiative.

When looking at change resistance from the emotional perspective and less from the textbook point of view, there are still some methods that are similar to Kotter's and Schlesinger's approaches on how to overcome resistance. However, where Kotter and Schlesinger talks about overcoming resistance, as resistance would be something bad, Ford & Ford (2009) also have suggestions on how to use resistance to effect change more productively, which indicates that change is not necessarily something bad.

There are some similarities in both theories, although the suggestions by Ford & Ford (2009) are more emotional and not as aggressive as Kotter's and Schlesinger's

approaches. The suggestions referring to communication, participation and involvement are in line with each other and both theories emphasize the importance of these aspects. However, the remaining approaches suggested by Kotter and Schlesinger are rather aggressive including approaches as manipulation and coercion while Ford & Ford's suggestions are more settle and focus more on listening to the employees and building trust within the company.

Looking at change resistance from Kotter and Schlesinger's perspective, it becomes clear that according to them, they see resistance as something to overcome while other studies mentioned in this study are more focused on the more positive outcomes of change resistance. Comparing these different studies, it becomes clear that Kotter and Schlesinger's study is more focused on just forcing the approaches through no matter what and not taking the target group into much consideration. It becomes evident that this method is more focused on the best outcome for the management as the target group is not taken into consideration much. Kotter's and Schlesinger's method is a linear view where feelings are not considered in any way. The other views discussed in this study, are more of an constructive perspective involving emotions and letting the participant engage in the change process. Kotter's and Schlesinger's linear theory considers the change process as a machine while it should be thought of as what it is, an organization consisting of individuals with feelings.

The six approaches presented by Kotter and Schlesinger gives limited room for open communication between the management and the target group of the change compared to other theories where communication and discussion is encouraged, especially in situations where there is disagreement between the management and target group. The only chance for communication from Kotter's and Schlesinger's perspective is their first approach.

The other theories point out the advantages of feedback given from the target group and by evaluating it, it is possible to identify limitations and resolve issues regarding the change process. In comparison to the other theories, Kotter and Schlesinger never mentions the benefits of the company learning from their mistakes by actually listening to the employees. Taking the feedback into consideration and learning from it can be a powerful tool for the organization, Kotter and Schlesinger however do not find it important.

By focusing on these two different approaches mentioned in this thesis, one celebrating change and demonizing resistance and one celebrating both change and resistance, it becomes quite clear to me as the author, that the approach used during the change period at Finnair, is the latter one.

The traditional textbook theory by Kotter & Schlesinger suggest rather fixed approaches when managing change resistance. Other theories discussed in this study, e.g. Ford et al. (2008) and Thomas & Hardy (2011) have a more comprehending approach towards resistance to change. The results of the study also show that some of Kotter and Schlesinger's recommended approaches have not been used during the change process at Finnair, since the way of implementing them would be both sharp and unethical.

My thoughts about Kotter's and Schlesinger's theory and its stiffness, is also in line with what Razzetti (2017 p. 175) argues, that an organizations culture will define how the change should be managed.

5.1 Limitations

There have been some limitations found during this research. As I worked on the thesis during the COVID-19 pandemic during the spring of 2020, I came to notice some limitations as the libraries were closed for several weeks and not all information was available electronically. Due to this, some potential references had to be excluded from the thesis as I was not able to find the entire material online.

5.2 Future research

This study only contains of five narratives which can be seen as a restricted factor which potentially can cause some limitations to the results. For future research, it would be interesting to find out if the results of the study would vary if more participants would be involved in the study. It would also be interesting to find out if there would be any diversity in the results if the observed participants would have been from several departments instead of just a few divisions.

It would also be interested to find out if the outcome of the study would be different if investigating a larger scale of demographic group and career oriented focus group. This was however not researched in this study.

6 CONCLUSIONS

As it can be seen in several studies mentioned in this research, many researchers appreciate the non-traditional approach where resistance is taken into account when dealing with change resistance. This came as a surprise to me, as in the beginning of the study I was of the believe that I would be difficult to find enough material regarding the constructive side of managing change resistance.

One of the reasons the subject was chosen for this thesis, was because I as the author was not too familiar with positive change resistance and wanted to get a deeper understanding in that filed. The purpose in this study has been to review and compare the traditional form of change resistance to the more modern approach and to review the positive outcomes of change resistance. The findings of the research shows that the emotional side of change resistance is a well working concept benefitting the organization as well as the members involved in the change process. The outcome of this research can be valuable for other organizations going through a phase of change and in the decision making of which change resistance approach to focus on.

It can be concluded that the results of this study show that the constructive side of change resistance is more valuable for an organization facing a change process. Nevertheless, it has to be mentioned that the traditional textbook theory by Kotter and Schlesinger can be useful to a certain point. Their strategy is however rather linear and do not allow much room for any kind of emotions from the individuals involved in the process. The constructive methods on the other hand have more understanding of people's feelings and reacts to these in a more mature way and is therefore a more suitable approach when it comes to managing change resistance.

As a result of this study, it becomes obvious that sensitive approaches to change resistance is the profitable and correct method to reach a beneficial end result. During the change process at Finnair, the resistance was handled sensitively which resulted in co-operation

between the individuals described in the narratives and the member of the group in charge of the implementing the change. Some of Kotter's and Schlesinger's approaches became useful, however the rougher approaches were not used in the process which also implicates how unnecessary and unethical they are.

For organizations facing change resistance, I suggest open conversation as well as not being afraid of criticism. Following these steps as well as giving the opportunity for the members of the change process to contribute to the change will direct the process into a trustworthy corporate culture.

REFERENCES

- Ahrenfelt, B., 2001, *Förändring som tillstånd : att leda förändrings- och utvecklingsarbete i företag och organisationer*, Studentlitteratur, Lund.
- Adams, T.E., Holman Jones, S., & Ellis, C., 2014, *Autoethnography*, Oxford University Press.
- Anaconda, D., 2012, Sensemaking : framing and acting in the unknown. *The handbook for teaching leadership : knowing, doing and being*.
- Balogun, J., & Hope Hailey, V., 2004, *Exploring Strategic Change*, 2nd edn., Prentice Hall, London.
- Barrett, F.J., Thomas, G.H., & Hocevar, S.P., 1995, The Central Role of Discourse in Large-Scale Change : A Social Construction Perspective. *The Journal of Applied Behavioral Science* 31(3) p. 352-372. Available at: https://www.researchgate.net/publication/250959479_The_Central_Role_of_Discourse_in_Large-Scale_Change_A_Social_Construction_Perspective Accessed 16.5.2020.
- Beer, M., & Nohria, N., 2000, Cracking the Code of Change. *Harvard Business Review*. Available at: <https://hbr.org/2000/05/cracking-the-code-of-change> Accessed 16.5.2020.
- Beer, M., Eisenstat, R., & Spector, B., 1990, Why Change programs don't produce change. *Harvard Business Review*, 67(6), p. 158-166. Available at: <https://hbr.org/1990/11/why-change-programs-dont-produce-change> Accessed 4.3.2020.
- Belyh, A., 2015, Understanding the Kubler-Ross Change Curve. *Cleverism*. Available at: <https://www.cleverism.com/understanding-kubler-ross-change-curve/> Accessed 10.10.2019.
- Bruzelius, L., Skärvad P-H., 2012, *Management : att leda verksamheter och människor*, 1 uppl., Studentlitteratur, Lund.
- Business Enterprise Mapping. 6 *Change Management Gurus And Lesson for Readers*. Available at: <https://www.businessmapping.com/blog/6-change-management-gurus/> Accessed 3.10.2019.
- Businessballs. 8-step change model – Kotter. Available at: <https://www.businessballs.com/change-management/8-step-change-model-kotter/> Accessed 2.10.2019.
- Cambridge Dictionary. Available at: <https://dictionary.cambridge.org/dictionary/english/narrative> Accessed 18.4.2020.

- Caruth, D., Middlebrook, B., & Rachel, F., 1985. Overcoming resistance to change. *S.A.M. Advanced Management Journal*, 50(3), p. 23-27. Available at: <http://connection.ebscohost.com/c/articles/4604327/overcoming-resistance-change> Accessed 16.5.2020.
- Chang, H., 2008, *Autoethnography as method*, Left Coast Press, Inc.
- Chang, H., Ngunjiri, F., & Hernandez, K-A.C., 2012, *Collaborative Autoethnography*, Taylor & Francis Group.
- Cobb, A.T., Wooten, K.C., & Folger, R., 1995, Justice in the making : Toward understanding the theory and practice of justice in organizational change and development. *Research in Organizational Change and Development*, 8, p. 243-295.
- Dent, E.B., & Goldberg, S., 1999, Challenging “Resistance” to Change”. *The Journal of Applied Behavioral Science*, p. 25-41. Available at: https://www.researchgate.net/publication/248815676_Challenging_Resistance_to_Change Accessed 15.5.2020
- DeWalt, K.M. & DeWalt, B.R., 2010, *Participant Observation : A Guide for Fieldworkers*, AltaMira Press.
- Ellis., C.S., & Bochner, A.P., 2000. Autoethnography, personal narrative, reflexivity. *Handbook of qualitative research*, 2nd ed, p. 733-768, Thousand Oaks, CA: Sage.
- Ellis, C., Adams T.E., & Bochner, A.P., 2011, Autoethnography: An Overview. *Forum: Qualitative Social Research*. Available at: <http://www.qualitative-research.net/index.php/fqs/article/view/1589/3095> Accessed 29.3.2020.
- Expert program management. *Six change approaches*. Available at: <https://expertprogrammanagement.com/2018/05/six-change-approaches/> Accessed 4.10.2019.
- Expert program management. *The Change Curve*. Available at: <https://expertprogrammanagement.com/2010/11/the-change-curve/> Accessed 10.10.2019.
- Finnair, 2019. *Annual report 2019*. [pdf] Finnair. Available at: https://investors.finnair.com/~/_media/Files/F/Finnair-IR/documents/en/reports-and-presentation/2020/annual-report-2019.pdf Accessed 28.2.2020.
- Folger, R., & Skarlicki, D.P., 1999. Unfairness and resistance to change; Hardship as mistreatment. *Journal of Organizational Change Management*, 12(1), p. 35-50. Available at: <https://www.emerald.com/insight/content/doi/10.1108/09534819910255306/full/html> Accessed 10.5.2020.

- Ford, J. D. & Ford, L. W., 2009, Decoding resistance to change. *Harvard Business Review*. Available at: <https://hbr.org/2009/04/decoding-resistance-to-change> Accessed 27.2.2020.
- Ford, J.D. & Ford, L.W., 2010, Stop Blaming Resistance to Change and Start Using It. *Organizational Dynamics*, Vol 39, No. 1, p. 24-36, 2010. Available at: <http://www.laurieford.com/wp-content/articles/2010.Blaming%20Resistance.pdf> Accessed 4.5.2020.
- Ford, J.D, Ford, L.W. & D'Amelio, A., 2008, Resistance to change: The rest of the story. *Academy of Management Review*, Vol. 33(2), p. 362-377. Available at: https://www.researchgate.net/publication/211386071_Resistance_to_Change_The_Rest_of_the_Story Accessed 7.10.2019.
- Furst, S.A., & Cable, D.M., 2008, Reducing employee resistance to organizational change: Managerial influence tactics and leader-member exchange. *Journal of Applied Psychology*, 93, 453-462. Available at: https://www.researchgate.net/publication/5490032_Employee_Resistance_to_Organizational_Change_Managerial_Influence_Tactics_and_Leader-Member_Exchange Accessed 15.3.2020.
- Gioia, D.A., Thomas, J.B., Clark, S.M., & Chittipeddi, K., 1994, Symbolism and Strategic Change in Academia : The Dynamics of Sensemaking and Influence. *Organization Science*. Available at: https://www.researchgate.net/publication/248768212_Symbolism_and_Strategic_Change_in_Academia_The_Dynamics_of_Sensemaking_and_Influence Accessed 15.4.2020.
- Greiner, L.E., 1992, Resistance to change during restructuring. *Journal of Management Inquiry*, 1, p. 61-65. Available at: <https://journals.sagepub.com/doi/10.1177/105649269211010> Accessed 14.5.2020.
- Hardy, C. & Clegg, S., 2004, Power and change: A critical reflection, *Dynamics of organizational change and learning*, 2004, 1, pp. 343 – 366. Available at: <https://minerva-access.unimelb.edu.au/bitstream/handle/11343/116427/A%20critical%20reflection%20on%20power%20and%20change.pdf?sequence=4&isAllowed=y> Accessed 15.5.2020.
- Heifetz, R.A., Grashow, A., & Linsky, M., *The Practice of Adaptive Leadership: Tools and Tactics for Changing Your Organization and the World*. Harvard Business Press, 2009.
- King, N., & Anderson, N., 1995, *Innovation and change in organizations*. Routledge, London.
- Kotter, J.P. & Schlesinger, L.A., 2008, Choosing strategies for change. *Harvard Business Review*. Available at: <https://hbr.org/2008/07/choosing-strategies-for-change> Accessed 5.10.2019.

- Knowles, E. S., & Linn, J. A., 2004, *Resistance and persuasion*, p. 3-9. Lawrence Erlbaum Associates Publishers.
- Lahti, T., 2020, [e-mail], power point: 28.2.2020.
- Lawrence, P.R., 1969, How to Deal With Resistance to Change. *Harvard Business Review*. Available at: <https://hbr.org/1969/01/how-to-deal-with-resistance-to-change> Accessed 11.5.2020.
- Lunenburg, F.C., 2010, Managing Change : The Role of the Change Agent. *International Journal of Management, Business and Administration Volume 13, Number 1, 2010*. Available at: <http://www.nationalforum.com/Electronic%20Journal%20Volumes/Lunenburg,%20Fred%20C.%20Managing%20Change%20The%20Role%20of%20Change%20Agent%20IJMBA,%20V13%20N1%202010.pdf> Accessed 11.5.2020.
- Mindtools. *Kotter's 8-step change model. Implementing change powerfully and successfully*. Available at: https://www.mindtools.com/pages/article/newPPM_82.htm Accessed 3.10.2019.
- Merchant, N., 2020, Don't demonize employees who raise problems. *Harvard Business Review*. Available at: <https://hbr.org/2020/01/dont-demonize-employees-who-raise-problems> Accessed 5.4.2020.
- O'Connor, C.A., 1993, Resistance : The Repercussions of Change, *Leadership & Organization Development Journal*. Available at: <https://www-emerald-com.ezproxy.arcada.fi:2443/insight/content/doi/10.1108/01437739310145615/full/pdf?title=resistance-the-repercussions-of-change> Accessed 2.5.2020.
- Ojalaoma, T., 2019, *OPS Resource Planning status event 3/4, 2019*, [oral], event: 25.9.2019.
- Ortiz, C.A., 2012, *The Psychology of Lean Improvements : Why Organizations Must Overcome Resistance and Change the Culture*, Productivity Press.
- O'Connor, C.A., 1993, Resistance : The Repercussions of Change, *Leadership & Organization Development Journal*. Available at: <https://www.emerald.com/insight/content/doi/10.1108/01437739310145615/full/html> Accessed 2.5.2020.
- Pidert, S.K., 2000, Rethinking resistance and recognizing ambivalence: A multidimensional view of attitudes toward an organizational change. *Academy of Management Review*, 25, p. 783-794. Available at: https://www.researchgate.net/publication/211392727_Rethinking_Resistance_and_Recognizing_Ambivalence_A_Multidimensional_View_of_Attitudes_toward_an_Organizational_Change Accessed 7.3.2020.

- Pugh, S.D., & Groth, M., 2019, Why emotions matter to the practice of management : Lessons learned from the service research literature, *ScienceDirect*. Available at: <https://www.sciencedirect.com/science/article/abs/pii/S0090261619300907> Accessed 6.5.2020.
- Razzetti, G., 2017, *Stretch for change*, first edition, Liberationist Press.
- Razzetti, G., 2019, It's our "Schemas" that make us resist change, *TLNT Talent Management & HR*. Available at: <https://www.tlnt.com/its-our-schemas-that-make-us-resist-change/> Accessed 17.4.2020.
- Rick, T., 2012, Top 20+ change management mistakes to avoid, *Meliorate*. Available at: <https://www.torbenrick.eu/blog/change-management/top-20-change-management-mistakes-to-avoid/> Accessed 9.10.2019.
- Stonehouse, D., 2013, The Change Agent: The Manager's Role In Change, *British Journal of Health Care Management* 19(9). Available at: https://www.researchgate.net/publication/257381818_The_Change_Agent_The_Manager's_Role_In_Change Accessed 13.5.2020
- Sörqvist, L., 2004, Ständiga förbättringar, *Studentlitteratur*, Lund.
- Thomas, R. & Hardy, C., 2011, Reframing resistance to organizational change. *Scandinavian Journal of Management*, 27, p.322-331. Available at: https://www.researchgate.net/publication/227422263_Reframing_resistance_to_organizational_change Accessed 7.10.2019
- Tormala, Z.L., & Petty, R.E., 2004, Resisting persuasion and attitude certainty: A metacognitive analysis. *Journal of Consumer Psychology*, volume 14, issue 4, p. 427-442.
- Waddell, D. & Sohal A.S., 1998, Resistance : a constructive tool for change Management, *Management Decision* 36/8, p. 543-548. Available at: http://www.adaptivecycle.nl/images/Resistance_a.pdf Accessed 2.5.2020.
- Weick, K.E., 1995, *Sensemaking in Organizations*. Sage Publications, Inc.
- Whitener, E.M., Brodt, S.E., Korsgaard, M.A., & Werner, J.M., 1998. Managers as initiators of trust: An exchange relationship framework for understanding managerial trustworthy behavior. *Academy of Management Review*, 23, p. 513-530. Available at: <https://pdfs.semanticscholar.org/398c/d24e7fcf00517568a991eb470acf6bfl93d2.pdf> Accessed 10.5.2020.
- Woods, P., 2006, *Successful Writing For Qualitative Researchers*, second edition, Routledge, Taylor & Francis Group.
- Ybema, S., Thomas, R., & Hardy, C., 2016, The SAGE handbook of resistance. *Research Gate*. Available at:

https://www.researchgate.net/publication/317823199_CHAPTER_21_ORGANIZATIONAL_CHANGE_AND_RESISTANCE_AN_IDENTITY_PERSPECTIVE Accessed 4.4.2020.